

Sales Management

THE MAGAZINE OF MARKETING

More and More Prospects Say "No!" In Face of Today's High Prices

How many of your potential buyers have been priced out of the market? A new Sales Management survey reveals the truth about the growing resistance to increased costs, what people are doing about it, and what they think about the quality of some of their recent purchases. See page 37.

SEPTEMBER 15, 1948



THIRTY-FIVE CENTS

EXTRA
Buying Power

EXTRA
Selling Power

SYRACUSE HERALD-JOURNAL

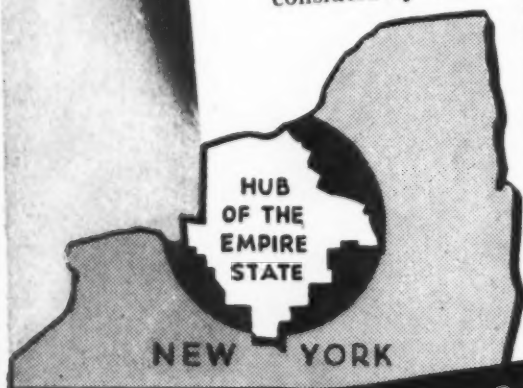
SYRACUSE, N. Y.

SYRACUSE BUYING POWER SHOWS 26% ABOVE NATIONAL AVERAGE

Alert Advertisers Select Syracuse For Above Average Sales Returns

For every dollar's worth of goods sold nationally, Syracuse offers a purchasing potential of \$1.26! Sales Management's current survey of buying power proves it. Here's a big market . . . a consistently high-quality market . . . a strategic market for expanding sales. By virtue of its self-sufficient agricultural-industrial economy, this market makes an excellent testing area, maintaining a healthy average buying income as compared with state and nation.

Sales Management points out another significant fact! New York State families, in general, and Syracuse families, in particular, accumulate, each year, the largest savings accounts of all families. Figures show that the average family *could* spend considerably more for retail sales! Here, then, is *reserve* buying power . . . buying power which can be harnessed for greater advertising returns and volume sales . . . by using the Herald-Journal . . . a results-getting medium in a proven market.



SYRACUSE, N.Y.

"ALL BUSINESS
IS LOCAL"

Market Data Translated Into Actual Case Histories

A recent survey by Media Records, Inc., covering newspaper advertisers in 105 cities, reveals that the Addis Company of Syracuse, women's specialty shop, is the largest user of newspaper advertising space in the women's apparel store classification. The same survey accords Syracuse another special distinction by naming Wilsons' Leading Jewelers Inc. as the biggest retail newspaper advertiser in the national jewelry field.

What's a Market?

"Markets are people with money to spend." That's how the Syracuse Herald-Journal (Daily) and the Herald-American (Sunday) reduces market data figures to a simple brass tacks method of market selection.

"The greater the buying power, the greater your selling power. In Syracuse, as the Sales Management survey bears out, they're ready to buy AND national advertisers can best make them spend by giving their 'buying ideas' the penetrating market coverage delivered by the Syracuse Herald-Journal (Daily) and the Herald-American (Sunday)."

**For Complete Market Coverage
at ONE LOW COST...**

- ✓ SYRACUSE HERALD-JOURNAL (Daily)
- ✓ SYRACUSE HERALD-AMERICAN (Sunday)

National Representatives: Moloney, Regan & Schmitt, Inc.

Hub of the Empire State — A City of Diversified Industry



More Than

30,000

*Inquiries Each Month Are Received
From Free Press Women Readers*

● **7500 EVERY WEEK**

● **OVER 1500 EVERY DAY**

● **NEARLY 200 EVERY HOUR**

...Yes, actual calls, either by telephone, in person or by mail at the Women's Service Bureau of the Free Press or other departments, concerning various features appearing on the women's pages ... A significant indication of the producing power of Free Press circulation!

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales Management

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MILWAUKEE MARKETOPICS



THE MILWAUKEE JOURNAL composite index of business conditions in Milwaukee county was 265.0 in June, compared to 228.9 in June, 1947. This index includes retail sales, factory employment, pay rolls, bank debits and construction, with 1935-'39 averages as 100.

Federal Reserve Bank reports on department store sales show Milwaukee leading all big cities (500,000 or over) in percentage gains in May, compared to May, 1947, and in five months of 1948, compared to the same period in both 1947 and 1939.

Department of Commerce reports on sales of independent retail stores in May also show Milwaukee leading all big cities in percentage gains for the month and the five months of 1948, compared to the same periods in 1947.

Factories in Milwaukee county employed 152,700 production workers in June, compared to 151,200 in June, 1947, and 94,800 in June, 1939. The pay roll for these workers averaged \$9,178,000 weekly, compared to \$8,461,000 in June, 1947, and \$2,651,000 in June, 1939. Average weekly earnings were \$60.09, or 13.8% over the United States average of \$52.81 for all manufacturing wage earners in June.

The Federal Reserve Bank of Chicago, in a survey of Milwaukee economic conditions, reports a "60% increase in total employment in Milwaukee county since 1939, compared with 43% for the nation as a whole." The August issue of the bank's monthly publication, "Business Conditions," shows 368,500 employed in the county (average for 1948 excluding farm workers, self-employed and domestics) compared to 230,000 in 1939.

The same survey reported personal income in Milwaukee county in the first quarter of 1948 was at the

annual rate of \$1,825,000,000, an increase of 217% over 1939, compared to 188% for the nation as a whole.

Debits to individual accounts in Milwaukee banks in June totaled \$1,456,821,000, an increase of 24% over June, 1947, and three times the monthly average from 1935 to 1939.

Construction contract awards are at a record high in Milwaukee county with a total over \$33,000,000 in the second quarter of 1948. This is nearly double the volume in the same period a year ago and five times the average volume for the period in 1935-'39.

Retail sales per family averaged \$4,364 in Milwaukee county in 1947, according to Sales Management Survey of Buying Power. This exceeds the U. S. average by \$1,424 or 48%.

The index of prices received for Wisconsin farm products rose from 257 in June, 1947, to 321 in June, 1948, an increase of 25%. Cash farm receipts in Wisconsin in the first five months of the year were even higher than in the record year of 1947, when the annual total was \$1,051,210,000.

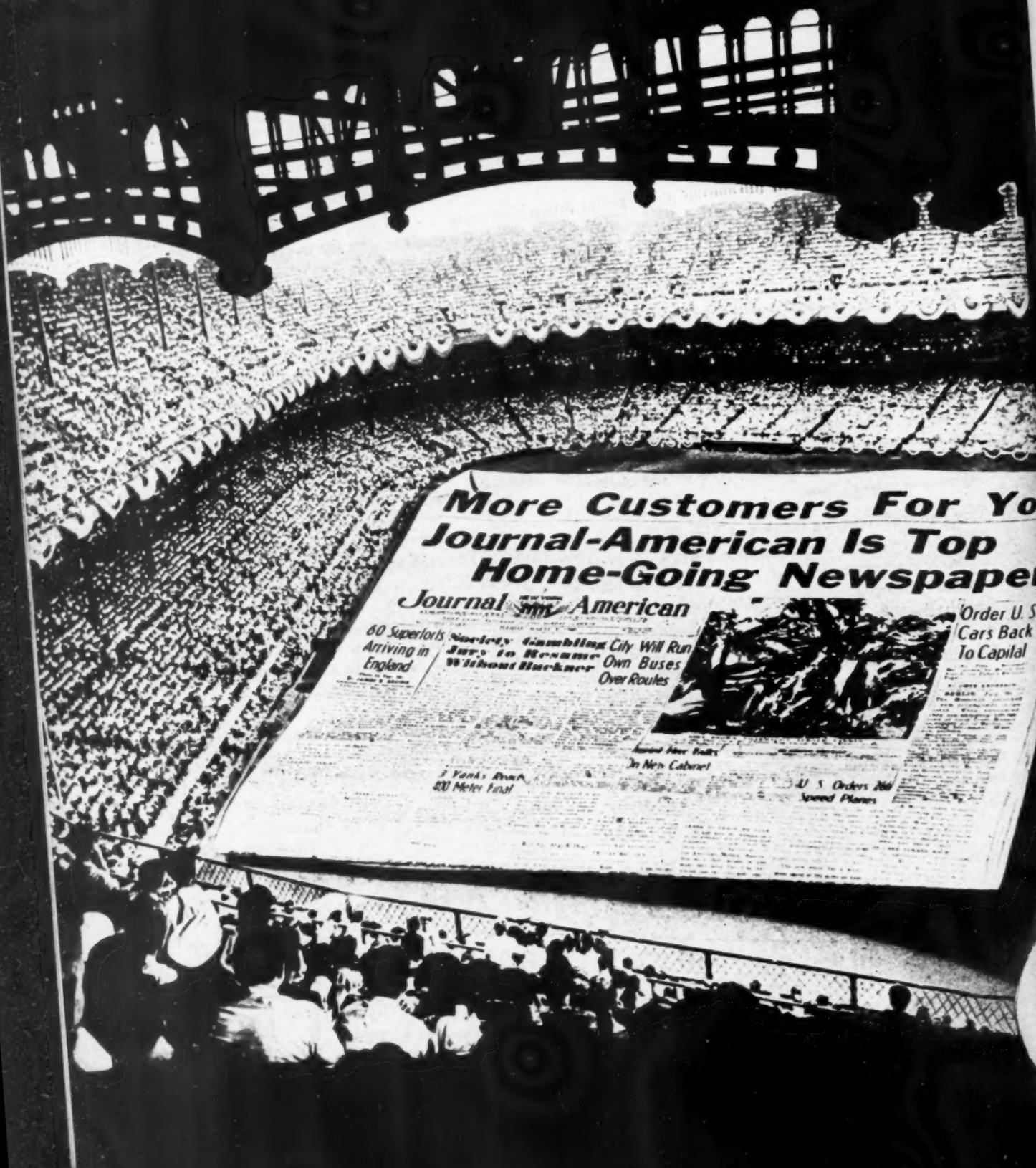
Wisconsin led the nation in beer production in the first quarter of 1948 with an output of 2,763,226 barrels, or one-eighth of the U. S. total. Four Milwaukee breweries are now investing \$20,000,000 in expansion projects.

The Wisconsin Centennial Exposition, major celebration of the state's 100th birthday, is being held at State Fair park in Milwaukee, Aug. 6 to Aug. 29. An attendance of 2,000,000 is expected.

The Milwaukee Journal takes an advertising message into nearly three times as many homes in Milwaukee and its suburbs as any other newspaper or any other medium—95% of all homes daily and 90% on Sunday.



CENTER



OF INTEREST

for 700,000 New York Families!

PICTURE the Yankee Stadium jammed to capacity. Multiply this rapt, attentive audience 28 times and you have the number of people that read the Journal-American every day.

Here's a vast readership of over 700,000 families daily. To them this newspaper is an essential part of daily living . . . the center of interest in the home for news, features and buying suggestions.

Above all, these Journal-American "fans" constitute a capacity audience among home-going newspapers. Let's take a look at the scoreboard:

42 out of every 100 New Yorkers who read a metropolitan evening newspaper read the Journal-American. Actually, more families prefer it than the next two evening papers combined. And they buy it through choice alone . . . at the newsstand and carry it home for the entire family's reading enjoyment.

Center of interest for the family . . . center of sales influence for the advertiser. No other evening paper scores so heavily with New Yorkers.

YOUR STORY STRIKES HOME IN THE

Sunday

1,262,085

Publisher's Statement for six months
ended March 31, 1948

**Sunday City
and Suburban
Over a Million**

The largest Sunday circulation
in Journal-American history with
more than a million or 80% of the
total concentrated in New York's
rich, city and suburban area.

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

WISCONSIN'S NO. 1 CROP IS MILK CHECKS



Win

WISCONSIN with the Paper Dairy Farmers Read

Percentage of Farm Dairy Income by Months

Income in some farming sections depends on harvest once a year. Income of Wisconsin dairy farmers is constant because milk checks are received month by month on a steady basis. Here is a breakdown of the Wisconsin dairy income by months:

January	8%
February	7%
March	8%
April	8%
May	9%
June	9%
July	9%
August	8%
September	9%
October	9%
November	8%
December	8%

To sell a market, you have to know that market—and you have to approach it at the right time from the right side. Since dairying is the principal farm industry in Wisconsin, your best approach to the Wisconsin dairy farmer is through the business paper he depends on for the latest dairy information and advice. That is why Wisconsin's own state farm paper is read more thoroughly and more regularly than any other farm publication. It provides a meeting place for farmers through the entire state to exchange their experiences and ideas.

Find out more about the Wisconsin dairy market and what it can mean to you. Write for free copy of new fact-filled booklet, "The Census Bureau Counts Cows."

WISCONSIN
AGRICULTURIST AND FARMER
RACINE, WISCONSIN

READ BY 2 OUT OF EVERY 10 WISCONSIN FARM FAMILIES

SM

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September 15, 1948 Volume 61 No. 6



SALES MANAGEMENT

Speaking of supersalesmen ...



Success is a
HOUSEHOLD
word!

Nothing surprising about that!

Just look at the Household MARKET, small cities and towns. They contain *more than half of America's retail outlets*—and they now have the greatest buying power in history!

Look at Household READERS, more than 2,000,000 families. They're the *bigger families*, with bigger wants—and over 70% are home-owners!

Look at Household SELLING—with *Idea-Planned* editorial pages. They back up Household advertisers with more than 250 “buy-ideas” per issue!

Best of all, you can hire this supersalesman at the *lowest cost per page per thousand*—\$2.25 for black and white, \$3.00 for four colors. Try it. Let your own sales show you that “Success is a Household word!”

and speaking of Sales Appeal . . .

- ★ Household has a bright new format!
- ★ Lots more 4-color ads—over 40% more advertising revenue!
- ★ More readers—circulation over 2,000,000!
- ★ Editorial pages—“Idea Planned” to get action!

Capper Publications, Inc., Topeka, Kansas

HOUSEHOLD

a magazine of action for small cities and towns

The Human Side

AW, GO EAT YOUR HAT!

Naturally, with an election year in the offing, there will be the usual wrong-guessers who'll have the gastronomically un-sound task of eating their hats. This is to tell you that even though you may think Mr. Dewey or Mr. Truman or Mr. Wallace doesn't stand a chance, but you'd sooner eat a hat than admit it, you can go right ahead and make your fedora-hungry wagers. Resistol Hats, down in Garland, Texas, has your welfare at heart. Resistol has founded a National Hat Eating Headquarters in their factory and a company spokesman assures us that they're going to make eating a hat a positive pleasure!

Harry Rolnick, president of the hat firm, whose specialty is designing men's hats and who has, on occasion, even made them for presidents, joined forces with Joe Franklin Myers, whose specialty is making candy. The two of them have created the Resistol Candy Hat, a toothsome ten-gallon model—in miniature—which is to be consumed by unsuccessful politicians as well as losers of election bets.

Already Resistol has received orders for their melt-in-the-mouth headgear for delivery to presidential candidates Truman, Dewey, Wallace and the South's answer to Mr. Truman, Governor Thurmond, who carries the banner of the "Dixiecrats." The four gentlemen have been urged to put their presents in the ice-box, just in case.



SHE LOST A BET . . . the one in the middle, we mean. But her friends broke diet to help eat-the-hat. The chapeau, see, is candy—a confection by Resistol for bet losers.

Mr. Rolnick says that he conceived the idea of "hats good enough to eat—for guys who have to eat their hats," as a merchandising promotion for his hat dealers. The idea is to sell two hats: "one to wear—one to eat," during the national election. His National Hat Eating Headquarters was set up to prevent the wear and tear of a lot of perfectly good felt hats and the ensuing gastronomical damage on the eaters thereof.

This Resistol hat, a fresh fruit-flavored, hard candy miniature of one of Resistol's Western Texas hats, comes in many flavors and colors to make hat-eating as delightful as possible.

Resistol is going to promote the item through its dealers with a "Bet a Resistol—you can't lose" theme for advertising copy. The bulk of the advertising will run during the two weeks immediately before the big election.

Joe Franklin Myers, who ran up the latest confection in men's chapeaux, says he spent 12 months developing a mold that would make a perfect miniature western hat from candy. Five of the molds were discarded and better than \$5,000 was spent before Mr. Myers achieved what he deemed a satisfactory reproduction.

The minute Eddie Cantor, Don McNeill, Gracie Allen and Henry Morgan, who are all running for president (but only on the radio), heard about the Resistol hat they demanded to get in on the good thing too. Even radio comics have to eat their hats on occasion.

This go-to-hell hat even comes in a special plastic hat box, like the ones you see in hatters' windows, in miniature; the kind you send along with a gift certificate. Harry Rolnick and Joe Franklin Myers anticipate some bet-losers turning up with severe stomach aches after consuming the candy hats. Trouble is, say they, people just naturally like eating the things—they taste that good—and if a loser happens to be a gourmand they know of no way to prevent him chewing on and on. After the hat was pre-tested at the factory, some of the employees who developed a taste for the candy hats began making bets with each other on such stupid wagers as which of two flies climbing a wall would get to the top first!

CORN FLAKES FOR UNDERSTANDING

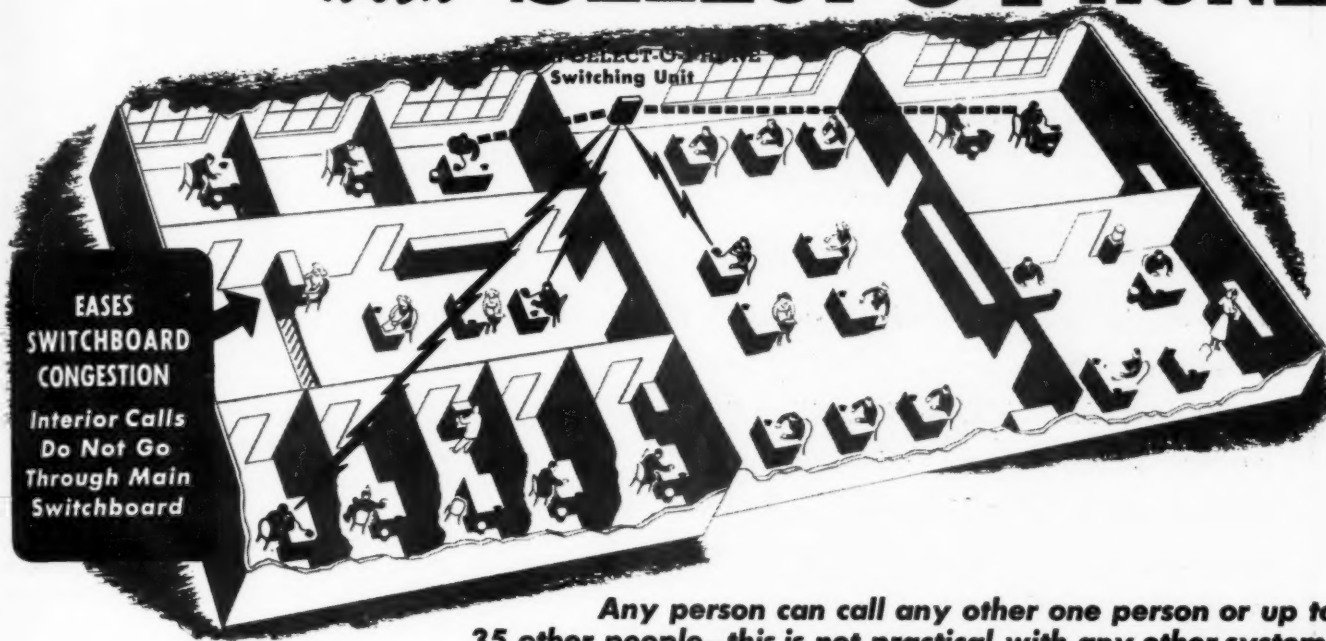
The Kellogg Co., out at Battle Creek, has turned the old tried-and-true premium practices out to pasture. No box top, and no money, and the company isn't going to sell a single extra box of its Corn Flakes—except indirectly—from an idea they've generated.

Last month Kellogg released the first two cards in a public service series which it calls "Kellogg's Pen-Pal Club." The company invited youngsters to send them a penny postcard request for the name and address of a child in a foreign country with whom they could start up

SALES MANAGEMENT.

Why You'll Have Happier Customers

with **SELECT-O-PHONE**



Any person can call any other one person or up to 35 other people—this is not practical with any other system.

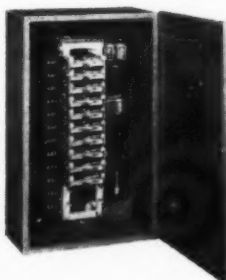


HOW SELECT-O-PHONE Improves Customer Service

Suppose a customer calls you for information on long distance. You hold him on the outside line, call a plant foreman on the SELECT-O-PHONE. In a few seconds you have the information.

Switching Unit Is Compact, Wall Mounted

Switching equipment requires no special room, operators or batteries — can be wall-mounted. No expensive wire plan or cabling is needed.



Good customers become *better* customers when you own a SELECT-O-PHONE Private Automatic Telephone System. When a customer calls on your outside line for information, you can give it to him *while he waits* by using your SELECT-O-PHONE. You don't have to say, "I'll call you back"—and then put it off for hours! He'll be *happier* — even if he learns you *can't* make shipment tomorrow.

SELECT-O-PHONE offers you a prime advantage over other systems. Every telephone is a

"master station". Any one person can call any other person, or initiate a conference call with any group of people connected in the system. You have less lost motion!

Your SELECT-O-PHONE system will pay for itself in savings in as few as two, three or four years. You postpone indefinitely the enlargement of your present rented switchboard equipment. SELECT-O-PHONE also saves money by reducing outside telephone bills and gives better control over outside personal calls.

- ★ SELECT-O-PHONE is the only system which permits an unlimited number of simultaneous conversations.
- ★ Every conversation is *confidential*—and there are no loudspeaker answers for visitors in your office to overhear. ("name-touch" executive station with loudspeaker is optional.)
- ★ Code signal or paging on "General Call" will bring the man you want to the nearest telephone and instantly complete the connection without the assistance of an operator.
- ★ SELECT-O-PHONE System is built by Kellogg—maker of quality telephone communications equipment for 50 years — your guarantee of long, trouble-free service.

SELECT-O-PHONE DIVISION

KELLOGG SWITCHBOARD AND SUPPLY COMPANY

6650 South Cicero Avenue
Chicago 38, Illinois

**Before You Buy
Get All the Facts.
Mail this Coupon
Today.**

Select-O-Phone Division
Kellogg Switchboard and Supply Company
6650 South Cicero Avenue, Chicago 38, Illinois
Please send me full information on how the SELECT-O-PHONE dial telephone system will enable us to give better customer service, as well as saving time and money.

Name _____
Company _____
Address _____
City _____ State _____

Coming November 10th:

Market Ratings For 502 Leading Cities

As an aid to sales and advertising executives in planning 1949 campaigns, SALES MANAGEMENT will publish in the November 10th issue a special study of 502 leading cities, based upon and supplementing data from the 1948 Survey of Buying Power.

This feature is the result of the most recent trends in market evaluation and media selection. It was prepared with the aid of a poll among a special "jury" of SALES MANAGEMENT subscribers. The 502 leading cities will be divided into six population groups and the ranking of each city within its own group will be shown for—population, retail sales, food sales, general merchandise sales, drug sales, Effective Buying Income, per capita income and per family income. City totals in these categories will also be listed.

The new compilation will provide a simple means of measuring the "quality" of a city as a market by comparing its ranking in sales and income factors to its ranking in population. When its ranking in any category of sales or income is *higher than or equal to* its population ranking, a city is credited with a "point of superiority." As part of this new feature, all cities with 5 or more "points of superiority" will appear in a *special* listing giving the number of "points" for each city.

Market Ratings for 502 Leading Cities will also include an editorial foreword explaining the data and giving suggestions as to its most effective use in sales and advertising planning. Advance information on the entire feature will be provided on request.

*Sales
Management*

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.



PIED PIPER . . . for Kellogg's Pen-Pal drive is Benny Goodman, musical director of the Voice of America broadcasts. Benny is urging kids to take up pens for international friendship via letters.

a correspondence. (Kellogg got the names of the foreign youngsters from the offices of Drew Pearson in Washington.) Kellogg says it's starting a pint-size Good Neighbor Policy and hopes that out of all the correspondence that will pass between the U.S. and across-the-seas countries will come better understanding and tolerance. If the idea sells more Kellogg products it will be so much cream on the Corn Flakes.

Millions of Kellogg's Corn Flakes packages—world's largest-selling ready-to-eat cereal—now carry a full back-panel story on the Pen-Pal Club. There's even a picture postcard cutout on the boxes, though company spokesmen are quick to point out that it isn't necessary to use the one in the box. The kind you get at post offices will do nicely. Each of the Kellogg-box postcards shows a famous scene. First are the Washington Capital buildings and the Yankee Stadium.

Someone at Kellogg, aghast at the Gy-Rockets and Atomic Bomb rings which have recently taken hold on the fancy of America's youth, decided it was high time that the company—which feels privileged to act as a Watch and Ward Society on occasion, since its products are consumed to a large extent by the Flower of our Nation—did something to divert youthful imagination into more constructive channels.

Kellogg swears that its effort is purely altruistic and hopes that by providing a means of better understanding between kids all over the world, future wars will be a bit harder to get started. The company admits that the ideal seems like a big order. But it points out that with Kellogg's Corn Flakes in one American home out of every four, and with the full realization that cereal box top literature plays an influential part on the lives of kids in this country, it's possible that something pretty good may come out of the idea.

And anyway, says Kellogg, they've broken away from standard box-top technique.



What Brand is he Pushing?

You can get a reliable check on retail dealer activities.

You'd like to know what brands the dealers are pushing—but you can't visit all the stores to find out what is happening.

Yet you *can* get a reliable check on retail dealer activities by ordering ACB to furnish Tear Sheets of each dealer advertisement, or having ACB furnish their Dealer Tie-In Report Service. ACB reads every advertisement published in every Daily and Sunday newspaper in the United States.

Brand preferences are reflected in local news-

paper ads—where the dealer lists items he considers have enough pull to draw customers.

The ACB research department can tell you what brands are being featured—what prices are being charged—the size of the space and if your cuts are being used. Such a service should be a part of your present and future.

Twelve research services are offered by ACB, covering a wide range of subjects. You may have them continuously or periodically—on a country-wide basis or you can limit the check-up to specified stores, cities or areas.



SEND FOR ACB CATALOG

Describes 12 ACB Newspaper Research Services including Dealer Tie-in Reports; Specified Tearsheets; Advertising Allowance; Schedule Listings; Scrap Books; Mat Analysis; etc. Gives basic outlines of cost, coverage; list of users. Write today



The
**ADVERTISING
CHECKING BUREAU
INC.**

NEW YORK (16), 79 Madison Ave.

CHICAGO (5), 538 S. Clark St.

SAN FRANCISCO (5), 16 First St.

SEPTEMBER 15, 1948

MAGIC

MELODY



Early one evening not long ago the strains of Franz Shubert's "Ave Maria" floated streetward from a tower atop an office building in downtown Memphis, giving pause to Memphians looking homeward and heralding the arrival of more than 10,000 delegates to one of the largest religious conventions in the history of a city which has become the Mid-South mecca for conventions of all kinds.

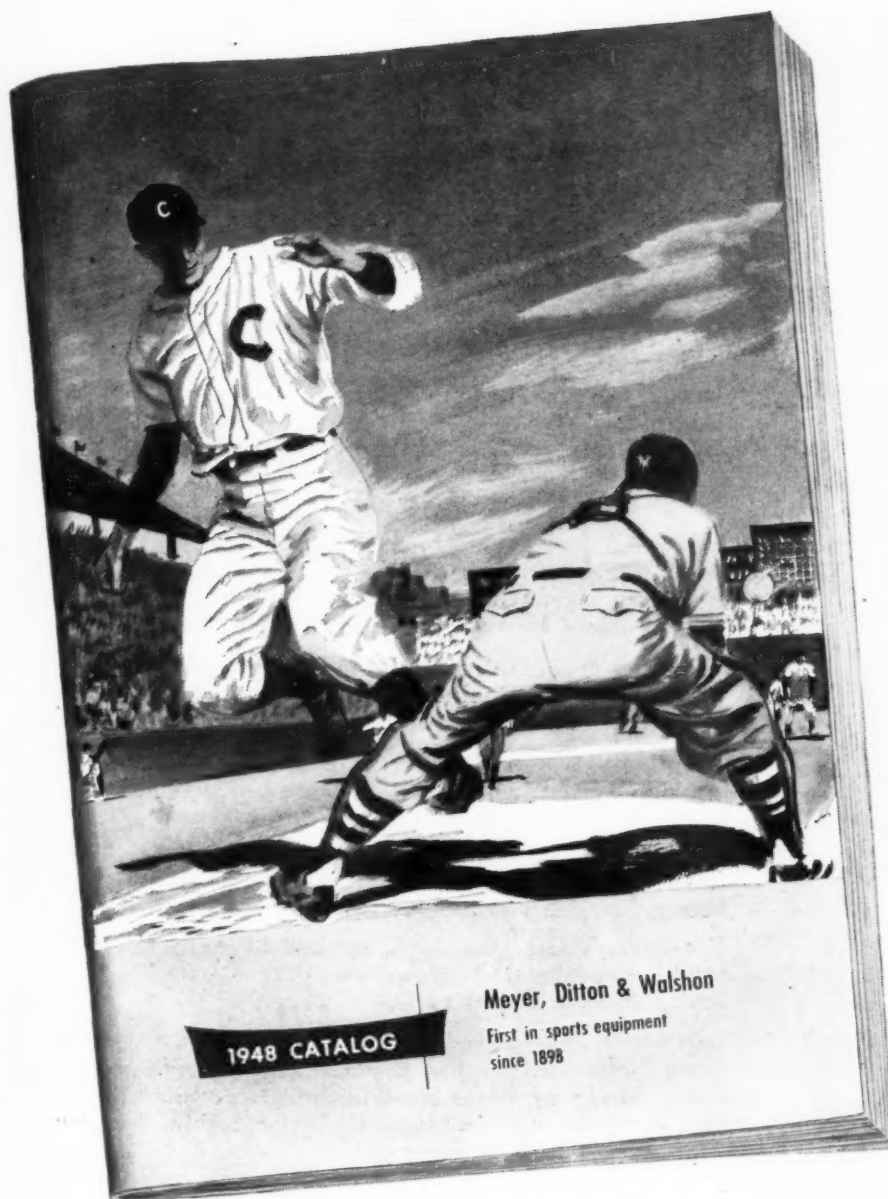
For a week the chimes became a part of the vibrant life which is Memphis, tempering the crescendo of a busy city with their soothing treble and influencing Memphians, always gracious, to extend even more courtesies to the hundreds of thousands who annually visit the largest and most conveniently reached city in the Mid-South—a city of magic melody to the advertiser who uses both Memphis newspapers to cover the billion and one-half dollar Memphis Market.



THE COMMERCIAL APPEAL MEMPHIS PRESS-SCIMITAR

Before choosing any printing paper . . .

Look at Levelcoat*



Illustrated here is a typical use of Levelcoat*, not an actual booklet

Look at Levelcoat... for brightness

Should the product you picture in your new catalog sizzle? Should it sparkle with sales appeal? Then make it come alive—against the setting of lustrous Levelcoat* printing paper. Yes, Levelcoat papers are brilliant from the body fiber out—*brighter* because they're *whiter* than ever!

Look at Levelcoat... for smoothness

Smooth as richest country cream, the flowed-on surface of Levelcoat is a triumph of precision manufacture. Test it. Print with it. Let the smoother surface of Levelcoat give you smoother, truer press impressions ream after ream, run after run.

Look at Levelcoat... for printability

Printers and advertisers alike depend on the printability of Levelcoat for the smooth, trouble-free production of uniformly beautiful work. Let this outstanding Levelcoat quality produce finer results for you, too. Give your printing the Levelcoat lift!

IT PAYS TO LOOK AT LEVELCOAT



Levelcoat* printing papers are made in these grades: Trufect*, Kimfect*, Multifect* and Rotofect*.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

*T. M. REG. U. S. PAT. OFF.

SEPTEMBER 15, 1948

THIS NEW HOOPER REPORT GIVES STATION-PREFERENCES FOR MORNING AFTERNOON NIGHT IN "IOWA PLUS!"



C. E. Hooper, Inc. has just released a new Winter, 1948 Listening Area Coverage Index giving station-preferences in the 116-county area shown at the left.

The findings again confirm the facts disclosed by many previous studies, including all ten of the famed annual Iowa Radio Audience Surveys.

Mornings, WHO gets 30% of the preference votes, against 31% for all other Iowa commercial stations combined, rated 1% or better. **Station B gets 9%.**

Afternoons, WHO gets 27%, against 32% for all other Iowa commercial stations combined, rated 1% or better. **Station B gets 8%.**

Evenings, WHO gets 34%, against 30% for all other Iowa commercial stations combined, rated 1% or better. **Station B gets 11%.**

Top-notch Programming and state-wide Public Service mean *better values* for listener and advertiser alike. *Every buyer of radio time in Iowa will find the new Hooper intensely interesting.* Write today for your copy, or ask Free & Peters.

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

FREE & PETERS, INC., National Representatives

NEWS REEL



PAUL H. HILL

Heading distribution of permanized furniture, Mr. Hill is vice-president, The Mengel Co., Louisville. He's former g.s.m., Bigelow-Sanford Carpet Co.



MARSHALL N. TERRY

Duties as vice-president in charge of television, Crosley Broadcasting Corp., Cincinnati, now cover operation of stations WLW-T, WLW-D, WLW-C.



LARRY GLASNER

With headquarters in New York City, he is manager of eastern district, Schick, Inc. Mr. Glasner formerly was sales supervisor of the Detroit area.



JAMES W. ELLIS

Now vice-president of Canada Dry Ginger Ale, Inc., in charge of domestic licensing, Mr. Ellis formerly was manager of the license department.



RICHARD W. SHANKLIN

Former sales manager, Wholesale Division, The White Motor Co., Cleveland, has been named New England regional manager, with offices in Boston.



MICHAEL STOFF

Continental Distilling Corp., Philadelphia, has upped Mr. Stoff from assistant sales manager to national brand manager for its Rittenhouse Straight Rye.



S. P. FLENNIKEN, JR.

Appointed by A. W. Jackson, vice-president in charge of sales, as manager of dealer sales, Diebold, Inc., Canton, O. Mr. Flenniken was with Berger Mfg.



ALBERT S. BROSS

Appointment of Albert S. Bross to position of assistant general sales manager, Landers, Frary & Clark is announced by B. C. Neece, vice-president.

more



POWER

with F. 3 M's

SUNDAY PUNCH

Give your advertising MORE POWER in the *Rich Industrial North and East*. In 391 counties in this area — representing 43% of total U. S. retail sales — FIRST 3 MARKETS GROUP delivers 48% average family coverage.

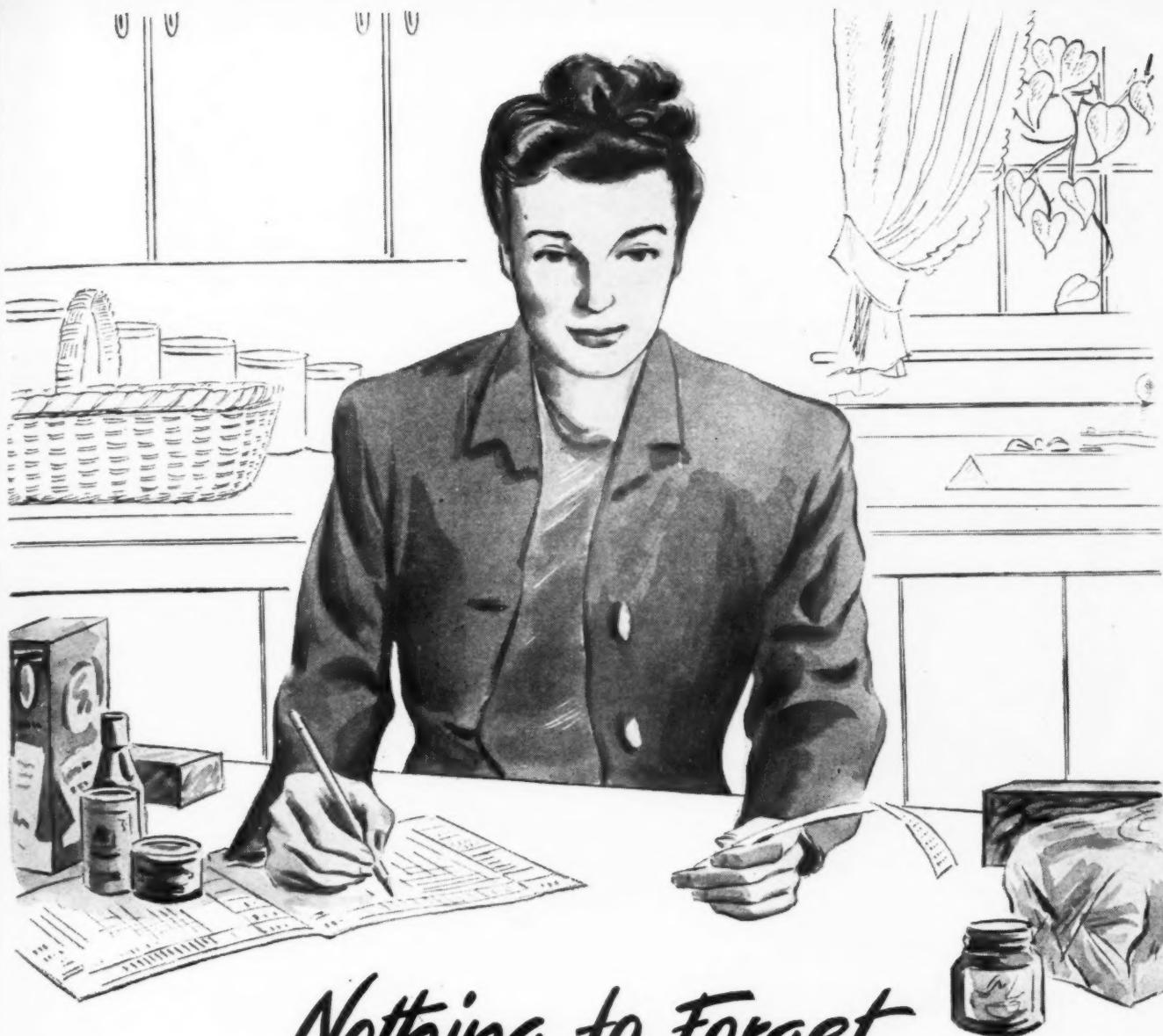
the group
with the
**Sunday
Punch**

FIRST 3
MARKETS GROUP

*New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer*

*Rotogravure • Colorgravure
Picture Sections • Magazine Sections*

New York 17, N. Y., News Building, 220 East 42nd Street, Vanderbilt 6-4894 • **Chicago** 11, Ill., Tribune Tower, SUPERior 0044
San Francisco 4, Cal., 155 Montgomery Street, GARfield 1-7046 • **Los Angeles** 13, Cal., 448 So. Hill Street, MICHigan 0578



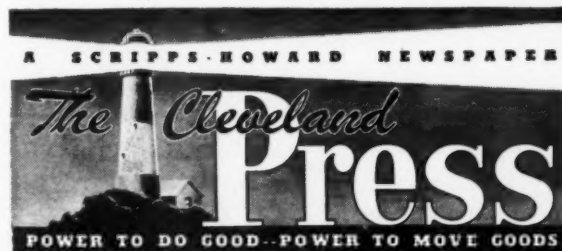
Nothing to Forget

Get a picture of this: The housewife arrives home with her packages while all purchases are still fresh in her mind. Through cultivated habit she immediately records the proper items in her Consumer Purchase Diary, giving the brand, size, quantity bought, date of purchase and store for each item. Add to this the fact that she, together with 499 others, typifies all housewives in Greater Cleveland on the basis of home location, home type, size of family and racial background. Consider, also, that these 500 families are continually keeping these purchase records and mailing them in for tabulation at the end of each month. Now you have a picture of the Cleveland Consumer Panel.

This panel is so sensitively accurate that non-seasonal items tend to fluctuate only in proportion to the varying lengths of the months. This sensitivity assures you a true pulse count of the buying heartbeats of Cleveland. In full operation for more than a year, the Cleveland Consumer Panel offers you both hindsight on which to plan your campaign and foresight in which to measure future results. Cleveland is the place to make your test and the Consumer Panel is the way to measure results.

TYPICAL PRESS RESEARCH

- Cleveland Consumer Panel
- Cleveland Home Inventory
- Distribution of Grocery Products
- Analysis of Ohio Liquor Sales
- Analysis of New Car Sales
- Market Facts About Cleveland
- Route List of Food Outlets
- Route List of Drug Stores
- Route List of Hardware Stores
- Route List of Appliance Stores
- Route List of Liquor Outlets





for expanding markets

The trek of industry and of markets is Westward . . .
to the Rocky Mountain Empire.

Here is a region richer in natural resources than any in the nation.
Here agriculture, livestock, food processing, oil, coal, metal mining,
manufacturing, tourists, and transportation are creating new wealth . . .
diversified wealth that builds market *stability*.

Your ideal market is one in which people
with rapidly increasing and highly diversified incomes can be reached
through one dominant advertising medium.

That's exactly the kind of market you can reach and sell . . .
economically and profitably . . . through the most widely read selling medium
in the Rocky Mountain Empire . . . THE DENVER POST.



**THE
DENVER POST**

The Voice of the Rocky Mountain Empire

Represented Nationally by **MOLONEY, REGAN & SCHMITT, INC.**

PALMER HOYT, EDITOR and PUBLISHER



What to Give a Millionaire

Look the whole, wide world over... pay anything you like... you can't find a gift he'll love like that Zippo lighter. For Zippo is a gift that becomes a treasured part of a man's life. No wonder so many great names in American business choose it as their bearer of good will to friends and employees. To delight one man, or a thousand, give Zippo. It's the gift that never fails... because it's the lighter that never fails... so perfectly built that it can be guaranteed for life. No one has ever paid a penny for the repair of a Zippo. For as little as \$2.50... or as much as \$175.00*... you can give this gift of a lifetime. Engraving a signature or initials costs only \$1 extra. Special discounts on quantity purchases.



Pocket Zippo: Singly, in chrome, sterling, or solid gold case, engine-turned or plain, from \$2.50 to \$175.00*. Desk model: \$10. Engraving: \$1 extra. Special discounts on quantity purchases.

*Plus Federal tax on sterling and gold cases only.

FREE! BEAUTIFUL NEW BROCHURE. Tells you all about Zippo lighters as business gifts. Styles. Prices. How you can have Zippo engraved with your company name or trade-mark. Write today to Zippo Mfg. Co., Bradford, Pa.

ZIPPO WINDPROOF LIGHTER
The Gift That Never Fails

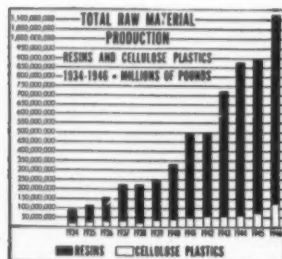
HOW TO FIGURE YOUR SALES POTENTIALS IN THIS INDUSTRIAL MARKET

Free

Market analysis
of the
**PLASTICS
INDUSTRY**
will help you
find the answers



This new data file contains the inside story of one of America's fastest growing industrial markets. It is the most complete analysis of the plastics industry that has ever been published. Packed full of up-to-date figures, charts, graphs, maps—lists 101 kinds of capital equipment and 40 principal items of short life equipment that the industry buys—shows the raw material production through the last 10 years—illustrates the location of the industry—includes tips on how to sell and advertise to it.



The curve is up on production in the Plastics Industry. When new applications are developed, new equipment and manufacturing facilities are added. This means new sales opportunities for you.

The Plastics Industry may represent a profitable field for your product or service. This new data file is designed especially to help you evaluate this industry and to plan sales, distribution and advertising to it. For your free copy tear out the attached coupon and clip to your firm letterhead and mail. No obligation of course. Modern Plastics, 122-M East 42nd St., New York 17, N. Y.

MODERN PLASTICS

A BRESKIN PUBLICATION

122-M East 42nd Street

New York 17, N. Y.

Gentlemen:

Please rush my free copy of your new 40-page data file entitled "The Plastics Industry—What It Buys and How to Sell It".

NAME _____

POSITION _____

FIRM _____

STREET _____

CITY _____

ZONE _____

STATE _____



BY T. HARRY THOMPSON

The approach of Autumn reminds me: Under the escheat law, savings-banks are required to advertise once a year in an effort to locate missing depositors who frequently forget they ever had an account there. Just like the well-meaning squirrel who busily buries a tidbit for next Winter, moves out of the neighborhood, and forgets all about it.

Slogan for a fountain-pen: "The smooth-flowing Esterbrook."

People in penitentiaries become numbers rather than names. Tessie O'Paque says they should at least be allowed to use "pen" names.

To the ladies: A scout tells me of a windfall in luscious nylons; says if you knew the maker's name, you'd fall over yourself to send a mail-order. They're "irregulars," as the story goes, but it would take an expert with a microscope to tell that. They're genuine nylons from a maker on Fashion's top rung . . . 54-gauge, 15-denier . . . sheer as moon-mist. Sizes 8 to 10½, three pairs for \$4, while they last. May be returned upon inspection, but before wearing. Place to write is (wait a moment, I got it here somewhere) Norton Sales Co., Box 301, Norristown, Pa. Well, that's what the man said, and I thought our gal readers might wish to know.

The Democrats seem to be making some headway against the "vested interests." I bought a couple of double-breasted suits, and, whaddye know?—no vests!

Incidentally, I've been waiting for *Time* to picture Mr. Dewey as the GOPeople's Choice.

And John L. Lewis, it seems, is always fighting a Coal War.

In spite of the 80th Congress prosperity seems to be slightly terrific. Some resort-hotels are asking for a deposit of one day's rental when making reservations.

In *The American Magazine* for July, Lawrence McCann ("The Housewife Starts a Revolution") told how growers are knocking themselves out to keep up with Mrs. America's demand for glamorous pre-packaged, fresh vegetables. They're putting fancy wrappers on celery, carrots, lettuce, spinach sprouts, and cauliflower, and it's only the beginning, Larry McCann says.

HEADLINE PARADE

What's wrong with this pitcher? —*Electric Light & Power Companies.*

Alexander sized-up the job . . . and wept.—*Beechcraft.*

How to lead a man by the nose. —*Perfume ad by Commercial Solvents.*

"You mean you people still have garbage?"—*G-E Disposall.*

No Pockets in Shrouds.—*Title of book by Luisa Revell.*

End Federal Spending-Spree.—*Editorial by Graham Patterson in "Pathfinder."*

Blue Bells are comfortable as an old rocking-chair. — *Blue Bell Work-Clothes.*

Sewing Circa 1948.—*Caption in "Pathfinder."*

Take the sizzle out of Summer with a Philco single-room air-conditioner.

"Brigadoon . . . tops in toon . . . Scotch and so-da-lightful!"—*Walter Winchell.*

At a matinee of Tennessee Williams's smash-hit, Tessie O'Paque remarked to the girl with her that she knows a street-car conductor named McGuire.

Faint Echo Dep't: "8 out of 10 say DeSoto again!" . . . "9 out of 10 say Imperial again!"

Commenting on Frank Irving Fletcher's "From cradle to crêpe," quoted here, Brown & Bigelow Grieg Aspnes postcards from St. Paul to remind us of that even tighter phrase: "From womb to tomb."

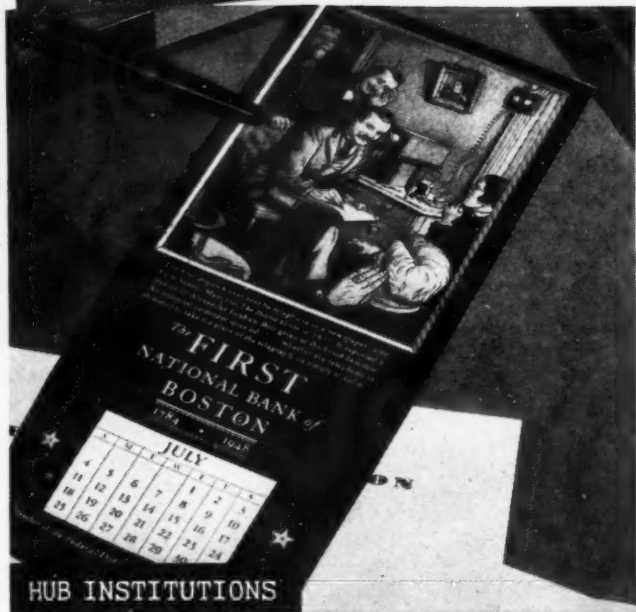
Hold those brickbats, Fellas. I, too, am a watercress-fan. I merely marvel that anything which looks so much like an azalea is edible. Art Metal C. W. Simpson wrote: "Them fighting words! Gimme cool, crisp watercress from the banks of a mountain-stream and you can have your loathsome lettuce." Check!

BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.

Advertising

NEW YORK • BOSTON • BUFFALO • PITTSBURGH • CLEVELAND • DETROIT
CHICAGO • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES



FOR FOURTEEN YEARS, blotters commemorating events in which Boston has been first have been a bright spot to New Englanders. Series, issued by The First National Bank of Boston, has become a collector's item. When "Holiday" wrote up Hub City traditions, tribute was paid both the Bank—largest in the area—and its blotters. First National has been a client of BBDO Boston since 1923.



WOMEN WANT TO KNOW, "What does it look like?" Men ask, "How does it work?" Since major appliances like refrigerators are bought by men and women together, Servel ads are designed to appeal to both. For women, there's a big picture and a story on convenience. For men, there are details on the basically different freezing system—a tiny gas flame takes the place of moving parts.



TO DRAMATIZE the wide range of products now being made by a company once known chiefly for the design and erection of coke ovens and the sale of coke, this series was devised for Koppers Company, Inc., BBDO Pittsburgh client. It's a cross between a product and an institutional campaign. Each ad features a different product... all have same format, and hard-hitting institutional copy.



"HIT THE JACKPOT," Tuesdays on CBS, is helping to build sales and service business for over 3000 De Soto-Plymouth dealers from coast to coast. Listeners at home as well as studio audiences share in the excitement of this novel quiz game. (Listeners become eligible by mailing in a postcard... in a two-month period, 332,000 cards were received; record number for one week is 38,369.)

*This Christmas... make your
gifts Ring Bells!*

**Build Lasting Good Will With
BOSTITCH B8 STAPLERS...**

The gifts that keep on giving



Tired of sending out the usual run of Christmas gifts... the time-worn items that are used up and forgotten tomorrow?

Here's happy relief for that annual headache!

Bostitch B8 Staplers give long, valued service... are constantly used... handy to carry in brief cases... lasting reminders of your thoughtfulness and good judgment.

No other gift, so useful*, costs so little. Bostitch B8's are priced so you can afford them in any quantity... and for a slight extra charge they can be strikingly personalized with silver initials, or imprinted with your company's name or slogan for business gifts.

* DID WE SAY "USEFUL"?

Yes—a Bostitch B8 is 3 staplers in one: for use on the desk... in the hand... or as a tacker. Does hundreds of fastening jobs in office, home or school better and faster than pins, clips, string, glue and tape.



**The
Bostitch
B8 Stapler**

Plain, Personalized with Silver Initials, or Imprinted with Your Company's Name or Slogan. Packed in Attractive Gift Box and Sturdy Mailing Carton.

BOSTITCH

*AND FASTER
fastens it better, with wire*

**FOR
COMPLETE
DETAILS,
MAIL THE
COUPON
TODAY**

BOSTITCH

430 Mechanic Street, Westbury, N. I.

Please send me complete information about the Bostitch B8 Stapler (packed in gift box and mailing carton) with prices for both plain and personalized styles. My gift list numbers about.....

Name.....

Firm.....

Address.....

City..... Zone..... State.....

And Henry Obermeyer, writing from Westport on Lake Champlain, says watercress is not only eminently fit to eat... it is an ancient and famous aphrodisiac, with "terrific advertising possibilities." Incidentally, Henry is one of several correspondents who prefer "From womb to tomb" to "From cradle to crêpe," mentioned a few paragraphs ago.

Allan Hovey asks if we would call one of those dime-a-dance halls a "claspeteria." Sure, Allan. You claspeter here and claspeter there, if I can judge by the movie-versions.

I can somehow hear Senator Claghorn trumpeting: "Them No'the'n delegates strained theyah lung-powah so bad at the Convention, they developed T-B... Truman-Barkley that is, Son!"

Reader Jim Shirreffs postcards from Alaska: "Howdy, Pardner! Next is Juneau, then Skagway. There's gold in them thar hills. Be home about August 8. Sure beats working!"

Orville Reed asks if we've heard of the insomniac swordsman who counted fencers jumping over sheep. The same correspondent kicks-in with a bit of verse:

The quiz and participation show
Will fade like the snow called "driven,"

When it comes to the point

Where the sponsor must blow
His own money for stuff that is given.

In his keynote-speech, it now occurs to me, Senator Barkley lashed-out at the Republicans the way a Czech would like to tell-off a Russian. But maybe his Barkley is worse than his bite.

Tekni-Craft's Charlie Shaw asks: "Who gets paid how much for writing stuff like this?" "This" is a tear-page from *Drug Tropics*, where the advertiser fractures every precept of literate English. A lot of punks find their way into the advertising craft Charlie.

Kirby Katz and I visualized a little girl pushing open the swinging doors and pleading: "Father, dear Father, come home with me now; the man just came with our television set." Figured it would make a cute cartoon. No sale so far.

Theme-song for Indian Gomez the boxer: "Indian Glove-Call."

SALES MANAGEMENT

WHY

did 998 advertisers
use Hardware Age exclusively in 1947?



"Aim it right, and you need only one bullet!" Good hunters know that's true, and 998 — over half of all national hardware trade advertisers last year — relied on Hardware Age alone to carry their sales messages to the great \$2,000,000,000 hardware distribution market.

For through Hardware Age, and Hardware Age alone, you can penetrate to the very grass roots of the retail trade with at least one merchant subscriber in every one of 8,821 cities and towns. In all, 21,700 copies reach retailers every other week. Each is seen by an average of 4.6 readers, providing a total audience of 99,820 among retail personnel.

At the wholesale level, Hardware Age provides more than 60% greater coverage than any other hardware paper with over 6,100 subscribers in the nation's 509 wholesale distributors.

Add to that Hardware Age's position with the largest, and only wholly voluntary, prepaid circulation in the field, and you have the answer to why Hardware Age is first on most advertisers' lists.

HARDWARE AGE

A Chilton  Publication



Charter Member



100 EAST 42nd STREET • NEW YORK 17, N. Y.

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

SEPTEMBER 15, 1948

WHEN YOU'RE FACED WITH TRAVEL PROBLEMS



Relax... with Greyhound!



● Selling on the road can be a strenuous, nerve-straining business . . . it calls for frequent and complete *relaxation*, letting down, taking it easy. And that is exactly what Greyhound offers, in generous measure.

The reclining-chair comfort of the modern Greyhound bus is unequalled. And it is especially good to know that one of the world's best and safest drivers is at the wheel, competent to cope with any kind of traffic, ready to take you quickly to big city or small town, across the state or the continent—into neighboring Canada or Mexico.

Check the features you want most in transportation, and see how well Greyhound provides them:

CONVENIENCE . . . Greyhound buses leave on most frequent schedules, day and night—every hour, on many runs. Stations are right downtown—handy headquarters when you're making brief business calls.

COVERAGE . . . Greyhound serves not only the big cities, but thousands of smaller towns and communities as well—stopping wherever you have a sales appointment, resuming your trip at the most convenient hour.

COST . . . A Greyhound ticket costs about one-third as much as driving your own car (and saves driving fatigue, parking and storage bother.) It is lower in cost than any other form of transportation, land, sea or air.



Transportation for ALL the Nation

GREYHOUND

SALES MANAGEMENT

They Come Many Miles...



to go to Dallas *Schools and Colleges*
...but at home they read *The Dallas News*

Dallas...home of Southern Methodist University, Southwestern Medical College, Baylor Dental College, Hockaday School and Junior College and others...is one of the Southwest's foremost educational centers.

Not counting grade and high schools and a large and valuable group of vocational schools, more than nine thousand young people are receiving their education here...laying foundations for future lives...creating countless contacts between the City and the homes of the greater market area.

Among the ties that bind the City to its outer territory... that make the Dallas market area a close-knit community, none are stronger than these institutions of learning.

Of course alumni—parents—families of students read The Dallas News at home.

**Sell the readers
of *The News* and
you have sold the
Dallas Market.**

The Dallas Morning News

RADIO STATIONS WFAA AND WFAA FM

THE TEXAS ALMANAC

CRESMER & WOODWARD, INC., Representatives. New York, Chicago, Detroit, San Francisco, Los Angeles. Member, American Newspaper Advertising Network

SEPTEMBER 15, 1948



R.L. Polk & Co.

1948

CONSUMER ANALYSIS

OF THE

Spokane Market

SPONSORED BY

**THE SPOKESMAN-REVIEW
Spokane Daily Chronicle**

SPOKANE, WASHINGTON

**SECOND
COMPARATIVE
REPORT**

New!

1948

**RESERVE
YOUR COPY
NOW**

Results of the 1948 Consumer Analysis, in booklet form, will be made available to advertising and sales executives as rapidly as possible. It will be a pleasure to earmark a copy for you—just use the convenient coupon printed below.

CLIP AND MAIL THIS COUPON

General Advertising Division
The Spokesman-Review and Spokane Daily Chronicle
Spokane, Washington

By all means reserve me a copy (orcopies) of your new R. L. Polk 1948 Consumer Analysis of the Spokane Market.

Name..... Title.....

Firm Name..... Business Address.....

City..... State.....

**"DO IT
TODAY"**



Factual! Informative!

CONSUMER ANALYSIS OF THE SPOKANE MARKET

YOU WILL VALUE AND USE

**THIS SECOND POST-WAR POLK
STUDY OF THE SPOKANE MARKET**

Sponsored by The Spokesman-Review and Spokane Daily Chronicle, this second post-war study of the fast-growing, lucrative Spokane market will provide advertising and sales executives with live consumer statistics to be valued and used for months to come.

The 1948 Consumer Analysis, conducted by the Market Research Division of R. L. Polk & Co., offers dependable facts on the relative standing of branded products, store distribution, family buying habits, and buying intentions. It is a comparative report showing the results of the widely used 1947 Study as well as timely 1948 data—providing valuable comparisons in many lines.

Polk first conducted consumer studies of the Spokane Market in 1932 and again in 1936. Aware of the great forward strides that had taken place in their market since 1936, the Spokane Dailies engaged Polk to make a complete post-war market study in 1947. To provide even more complete comparative data, Polk was authorized to conduct the 1948 Consumer Study. The results in booklet form are offered to advertisers as an extra measure of service to help them take full advantage of the combined daily circulation of The Spokesman-Review and Spokane Daily Chronicle—now more than 150,000.



Conducted on a basis of personal interviews, by trained, skilled personnel, the 1948 Consumer Analysis is based on an adequate cross-section of the Spokane city zone and 12 representative cities and towns in the Inland Empire, outside Spokane. Questions were asked, in all cases, of responsible adults—usually the housewife.

THE SPOKESMAN-REVIEW
MORNING SUNDAY

Spokane Daily Chronicle
EVENING

SPOKANE, WASHINGTON

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

Combined Daily
CIRCULATION

Now Over
150,000

81.84% UN-duplicated

WANTED

SALES EXECUTIVES

\$8,000 to \$25,000

Expansion program is creating several top-notch openings in various territories for Sales Executives experienced in handling a group of direct-to-consumer salesmen.

Our client is an old established firm, international in scope, and sells a well-known product directly to consumer (Homes and Offices) by appointment—no cold canvass.

These positions pay a salary and override. Present Sales Executives earn from \$8,000 to \$25,000 and up.

The men we want possibly started ringing doorbells and came up the hard way and now occupy executive positions.

They now are looking for (and deserve) a real opportunity with a brighter, more permanent future because they have ability, ambition, and drive.

Very little traveling. Out-of-town men please mail resume. Fee paid by employer.

J. B. "Jim" Edgar

POSITION SECURING BUREAU

**331 Madison Ave., N.Y.C. 17
(43d St.)**

(Agency Established 1922)

WASHINGTON BULLETIN BOARD

FTC Reversed in Second Phase of Salt Case

After a series of successful high court tests of its policies, Federal Trade Commission has been set back somewhat by a decision of Federal Judge Philip L. Sullivan, of Chicago, in a secondary phase of the famous Morton Salt Case. (This was the case in which the Supreme Court said FTC may bar discriminatory prices upon the "reasonable possibility" they would lessen or destroy competition—reviewed in this department June 1, 1948.)

FTC last fall ordered the various salt companies to file special supplementary reports to show how they were complying with the cease and desist order on price discrimination. When they failed to do so, it issued "notices of default" making them subject to \$100 forfeiture for each day of default. All then complied except Morton Salt Co. and International Salt Co., and FTC filed suit against these two firms to force compliance.

Judge Sullivan dismissed the complaint, asserting that special reports can be required under Section 6 of the Federal Trade Act, but not under Section 5 under which cease and desist orders are issued. He said in part: "Legislative history of the act shows that Section 6 is only to be invoked in support of general economic surveys and not in aid of enforcement proceedings under a Section 5 decree."

Some 'Irritating' Taxes May Be Killed

Major tax cuts to aid business are not in the cards for next year, but many of the "nuisance" excise taxes will be cut or eliminated. This is based on interviews with Congressional Republican leaders who are ready to map out the tax program in January, provided they retain leadership.

The 15% tax on transportation appears certain to be repealed. Others almost sure to go include the communications tax (telephone and telegraph), cosmetics, theater and night club tickets, light bulbs and numerous items similarly taxed. Excise taxes on furs and jewelry, however, may not be touched at all.

Monthly Reports on FTC Cases To Be Published

For executives who find it important to keep abreast of FTC actions, the Commission is now publishing a new monthly pamphlet carrying cease and desist orders, findings of facts, complaints and syllabi. First issue will be available in October, covering July proceedings. Pamphlets can be obtained from the Superintendent of Documents, Washington, at 25 cents per copy or \$2.50 for a year.

Key Salesmen May Be Deferred from Draft

Salesmen under 26 years of age are eligible for the draft, generally speaking. In cases where extensive technical training is involved and would make them unusually difficult to replace, deferment should be forthcoming. Under the heading of "key employees," some salesmen may be able to obtain deferment even though technical knowledge is not paramount. This is possible when the employee cannot be replaced because of a shortage of men with the required qualifications, or when drafting of the man would cause the company "material loss of effectiveness." Detailed regulations will be issued soon.

Sentiment Overwhelming For Basing Point System

Although Senator Homer Capehart's Committee on Trade Policies has taken pains to issue press releases disclaiming any bias in the basing point study now beginning to take shape, signs are multiplying that a preponderance of testimony and advisory council opinion will favor legislation to spell out legal operation of basing point systems, freight absorption and delivered prices.

The 40-man advisory council meeting for the first time in closed session September 15 found the Senate committee already deluged with voluntarily submitted letters almost unanimously appealing for a law to reinstate the basing point system outlawed by the Supreme Court in the Cement Institute case. In the meantime, the committee had sent out 6,500 letters to chambers of commerce, trade associations and labor unions, asking for specific reports on



*How would you
get her hat off?*

A theater manager had tried all the usual "Please remove your hat" slides, with negligible results.

So he tried a new slide that read . . .

Elderly ladies need not go to the trouble of removing their hats.

Maybe the ladies saw right through his psychology. But they took off their hats.

Over and over again, we have found that giving a new twist to the advertising for an old product produces equally effective results.

YOUNG & RUBICAM, INC.
ADVERTISING

*New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London*



Assure good will and daily readership of your selling copy, at the point of sale, by featuring your name, sales story and products in a distinctive, copyrighted, indispensable utility medium—A Nascon Week-At-A-Glance. In handsome desk and pocket sizes, Nascon Week-At-A-Glance books provide a

full week of appointments and memoranda at a glance plus an alphabetical address and telephone index. Let us show you how effectively and economically you can promote sales by utilizing from 1 to 12 insert pages to keep customers, prospects and distributor's representatives constantly reminded.

Specialty Division, NASCON PRODUCTS, INC., Dept. SM-4, 60 E. 42nd St., New York 17, N. Y. (Division of Eaton Paper Corp.)



Specialty Division, Nascon Products, Inc., Dept. SM-4 60 E. 42nd St., New York 17, N.Y. Please send the Nascon full color catalog containing suggestions on how we can effectively use the Nascon sales builders.

Name
Company Name Street
City State

FUL-VU BINDERS

STEP UP SALES

FOR WALL STREET DISTRIBUTORS GROUP

Selling investment securities is a tough competitive business. But in this business, as in other sales fields, too, experience proves that it pays dividends to equip dealers and their salesmen with orderly, attractive, protected presentation.

Today, each of more than one thousand dealers and salesmen successfully use presentations of Group Securities, Inc. housed in standard Ful-Vu Binders. And they make more sales because—

- Presentations remain fresh and smudge-free, protected by transparent Mikalim window sleeves!
- Exhibits may be changed at will—slip them in and slip them out—no paste or glue required!
- Every page sparkles as though covered with glass!

GIVE YOUR SALES STORY THE SPARKLE THAT CLOSSES THE SALE!

Call your stationer or write to: COOKS, INC., 784-98 Wright Ave., Camden, N.J.

Designed and manufactured exclusively by
Cooks, Incorporated,
Camden, New Jersey

PROTECTS **Ful-Vu** GLORIFIES
SYSTEMS OF
DISPLAY

*T.M. Reg. U.S. Pat. Off.

the effect of the basing point decision.

One of the key men appointed by Senator Capehart is the general counsel, William Simon, member of the Chicago law firm (Miller, Gorham, Wescott & Adams) which represented the Salt Producers Association in the fight it lost to FTC (Morton Salt Case) against delivered pricing practices. Numerous members of the advisory council also are members of firms which have lost similar decisions to FTC. A recent addition to the committee staff—as economist—is Fred Emerson Clark, director of the Northwestern Graduate School of Commerce and chairman of its Department of Marketing.

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New Publications Available for Business

"1947 Statistical Supplement to the Survey of Current Business," basic source book going back six years for 2,500 statistical series including national income, production, prices, employment, finance, and many individual industries and commodities. Government Printing Office, \$1.00.

"Trade Association Industrial Research" issued by Office of Domestic Commerce, describes how associations finance research, select technical committees, co-ordinate and supervise research programs, and disseminate findings. Superintendent of Documents, 25 cents.

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**-AND
NOW
SEATTLE**

The SEATTLE TIMES 1948-49

Consumer Analysis gives you an up-to-the-minute picture of the exact buying preferences on thousands of branded articles in the Seattle market. 200 pages of revealing authoritative data never before available. The facts were compiled through questionnaire personally placed with a scientifically selected cross-section of Seattle housewives. The SEATTLE TIMES is proud to be one of 11 major newspapers to supply this accurate, standardized analysis of their market as a service to manufacturers and agencies. GET YOUR COPY NOW: no obligation. Ask the O'Mara & Ormsbee man—or write to The SEATTLE TIMES, Seattle, Washington.

This book reveals brand preferences in Seattle!

Tells about:

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- Homes, Equipment
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THE SEATTLE TIMES

Represented by O'MARA & ORMSBEE, INC., New York • Detroit • Chicago • Los Angeles • San Francisco

SEPTEMBER 15, 1948



Assure good will and daily readership of your selling copy, at the point of sale, by featuring your name, sales story and products in a distinctive, copy-righted, indispensable utility medium—A Nascon Week-At-A-Glance. In handsome desk and pocket sizes, Nascon Week-At-A-Glance books provide a

full week of appointments and memoranda at a glance plus an alphabetical address and telephone index. Let us show you how effectively and economically you can promote sales by utilizing from 1 to 12 insert pages to keep customers, prospects and distributor's representatives constantly reminded.

Specialty Division, NASCON PRODUCTS, INC., Dept. SM-4, 60 E. 42nd St., New York 17, N. Y. (Division of Eaton Paper Corp.)



Specialty Division, Nascon Products, Inc., Dept. SM-4, 60 E. 42nd St., New York 17, N. Y. Please send the Nascon full color catalog containing suggestions on how we can effectively use the Nascon sales builders.

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Today, each of more than one thousand dealers and salesmen successfully use presentations of Group Securities, Inc. housed in standard Ful-Vu Binders. And they make more sales because—

- Presentations remain fresh and smudge-free, protected by transparent Mikalim window sleeves!
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- Every page sparkles as though covered with glass!

GIVE YOUR SALES STORY THE SPARKLE THAT CLOSSES THE SALE!

Call your stationer or write to: COOKS, INC., 784-98 Wright Ave., Camden, N. J.

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SYSTEMS OF DISPLAY

* U. S. Pat. Off.

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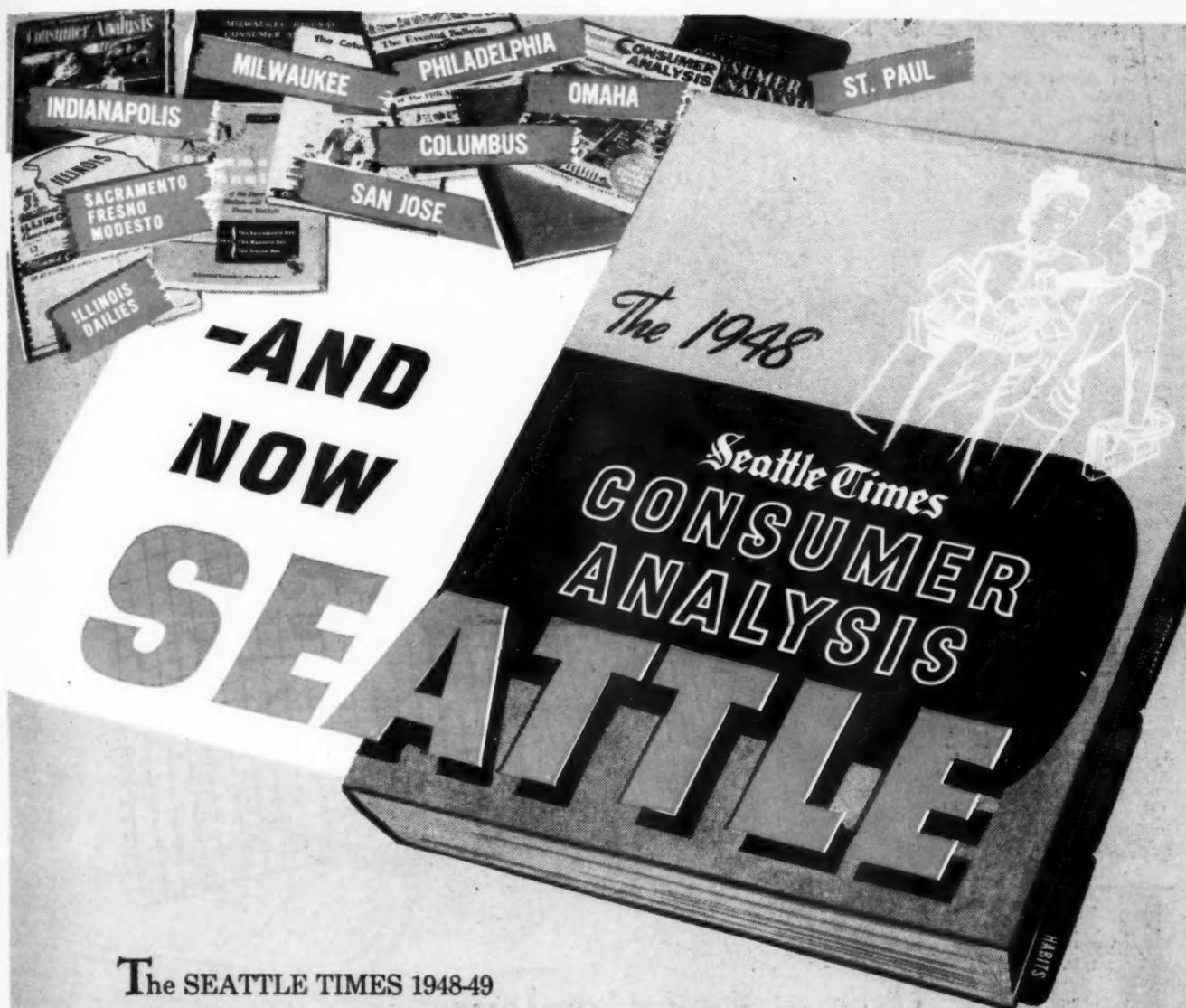
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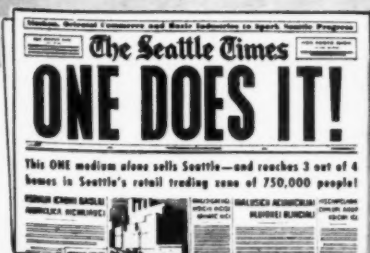
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THE SEATTLE TIMES

Represented by O'MARA & ORMSBEE, INC., New York • Detroit • Chicago • Los Angeles • San Francisco

*
A market for millions of everything—boxes of cereal, quarts of milk, pounds of meat, loaves of bread—millions of everything every day for over 3,000,000 of the best-fed families in the world! What a spot BH&G is for food advertising!



IT SERVES — SO IT SCREENS — SO IT SELLS

Better Homes and Gardens

Screens the families that buy the most

WHAT makes Better Homes & Gardens such a remarkable advertising medium is the fact that it reaches a clear-cut definite market—prosperous homes.

It does it because it's devoted 100% to service on better living in better homes.

Naturally, casual readers don't buy it. Naturally, husbands and wives whose big interest is home and family do buy it.

Not all husbands and wives—only those with incomes high enough to do something about Better Homes &

Gardens' hundreds of suggestions every month.

This screening gives you over 3,000,000 families with incomes among the highest for all big magazines.

They read BH&G solely to do things and to buy things. (All service, remember—no side lines.) Is your ad there when they're getting ideas and making up their minds?

Maybe you'd like our representative to tell you more about how editorial screening selects your best market for you.



America's First Service Magazine

In Pittsburgh you can

Route Your Advertising
as you Route your Salesmen



*... and cover the **WHOLE 3,000,000***

Major in
Pittsburgh's
POST-GAZETTE

BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER

Routing your advertising as you route your salesmen is really **SELL-ementary**. All good sales and advertising managers try to do it in every market. But it's so easy to do in Pittsburgh—with Pittsburgh's Post-Gazette! The Post-Gazette double-teams with your salesmen perfectly in selling the million central city people . . . then travels along singing the same selling song to the two million more who live in and around the neighboring 144 cities and towns of 1000 to 75,000 population.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

SEPTEMBER 15, 1948

Every newspaper owes its advertisers an exact definition of its readership



The Summary Offers Vital Information on:

- Incomes
- Occupations
- Home Ownership
- Remodeling Plans
- Home Foods Expenditures
- Grocery Products
- Clothing
- Rent
- Household Appliances
- Alcoholic Beverages
- Toiletries
- Drugs
- Radios
- Insurance
- Savings & Investments
- Travel & Resorts

Recognizing this obligation, ten years ago the New York Herald Tribune began a continuing study of its audience in order to give advertisers and advertising agencies a more complete and intelligent picture of Herald Tribune's R-P* in this important segment of America's Number One Market.

The Summary of the Fifth Edition of the Continuing Home Study is now on the press. It explores the living and buying habits of Herald Tribune readers. As always, their highest support and cooperation was extended.

Respondents were asked over 250 questions in 32 topical groups, requiring what is believed to be the greatest tabulation per questionnaire ever used on a non-governmental survey. Analysis results were handled by the Recording and Statistical Corporation of New York.

This basic material has the widest usefulness for producers and advertisers. It should be handy for ready reference by any company wanting to make the most of the New York City and Suburban Market. You cannot best evaluate consumer demands of the important Herald Tribune audience without this Summary of Herald Tribune's Fifth Continuing Home Study. It will be available upon request by writing to Promotion Department, New York Herald Tribune, 230 W. 41st St., New York 18, N. Y.

NEW YORK
Herald Tribune

*Response-Power

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending September 15, 1948

ROBINSON-PATMAN VIOLATIONS

The Federal Trade Commission has hired a dozen more lawyers to handle prosecutions under the Robinson-Patman Act, following its victory in the Morton Salt case.

Experienced observers who are close to the FTC tell us that the body means business, and that their investigators have turned up a tremendous amount of evidence which points to illegal discount policies.

Can you justify your discount? Are you sure that the spread between the highest price and the lowest price charge is in keeping with your cost of doing business? You may be questioned and investigated by the FTC. It would seem prudent to anticipate possible investigation by having good legal counsel study your policies and your prices and find out whether they are fair and reasonable according to the provisions of the Robinson-Patman Act.

WHY ADVERTISING IS SOUND PUBLIC POLICY

The Association of National Advertisers, representing 500 manufacturing concerns, has submitted a statement for "Amendment of Statement of Contract Cost Principles." After stating their belief and agreement that it is to the interest of American business—as well as to all other taxpayers—that wasteful or needless charges should not be assessed against Government contracts, this statement goes on to say, "We believe that a ban on ordinary and necessary advertising would constitute unsound prac-

tice. Sound procedure requires that every manufactured article bear its pro rata share of production and overhead costs. Failure to recognize advertising, when an essential item of cost, would inevitably and unfairly increase prices to other consumers." The Association believes that recognition of ordinary and necessary advertising constitutes sound public policy for the following reasons:

1. *Advertising is an essential factor in maintaining a mass-production economy.* Mass production requires proportionate consumption, which is largely secured through advertising. Any action which crippled advertising would in time have an adverse effect on quantity production.
2. *Advertising is needed to protect the good-will assets of manufacturers from depreciation.* Trade-marks are among the most valuable assets a manufacturer has, since they assure "repeat" business. It requires many years of sustained advertising effort to build a trade-mark but this investment may be quickly lost by failure to advertise continuously.
3. *The channels of communication reaching the public are largely supported by advertising.* Mass media of information are vitally necessary in time of war or national emergency. Radio is entirely supported by advertising; most newspapers and magazines rely on advertising for more than 50% of their revenue.
4. *Advertising itself is one of the most potent influences for securing action in the national interest.* Effectiveness of advertising was demonstrated during World War II by results in more than 100 home-front campaigns. Experience showed that advertising has several advantages over editorial material in producing action. Among these advantages are: The audiences to be reached can be predetermined; the message can be dramatized and the theme repeated as often as necessary.

79.7% MORE ADVERTISED PRODUCTS

The annual compilation of advertising expenditures made by the Magazine Advertising Bureau ("National Advertising Investments in 1947") shows that the number of nationally advertised products has almost doubled since 1939. Here is the tally:

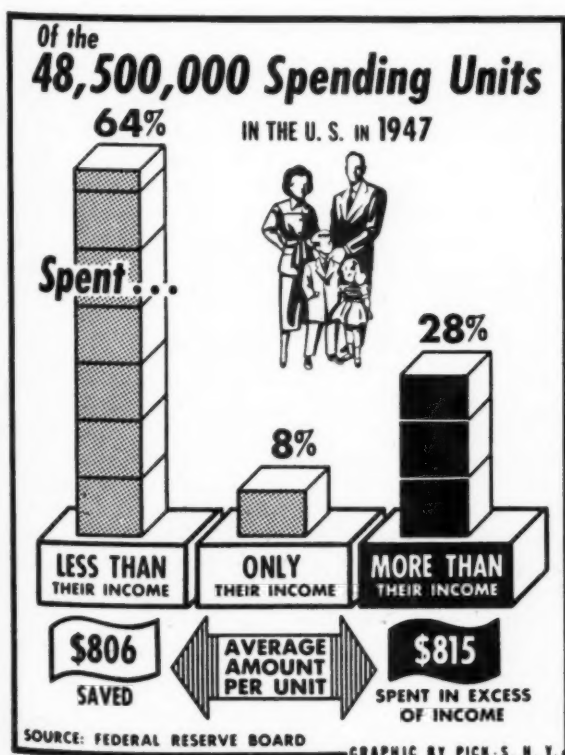
1939	2,851 products
1946	4,180 "
1947	5,123 "

Did you realize you had as many advertising competitors as that? Each one really is a competitor. Television competes with T-bone steaks for the consumer's dollar; tennis rackets with toothpaste.

The same annual shows estimated dollar volumes for the national advertising in 3 major advertising mediums going back to the beginning of radio in 1927, and for newspapers and magazines to 1915.

For selected years, starting in the midst of the late depression, here are the M.A.B. estimates, in millions of dollars:

	1933	1940	1947
Magazines	\$ 95	\$167	\$442
Newspapers	131	150	311
Radio, network and national spot	35	110	221
Total	\$261	\$427	\$974



WHO'S BETTER OFF SINCE '29?

Studies made by the National Industrial Conference Board, using Department of Commerce data, show that the landlords and security holders are receiving an ever lower share of the total income dollar:

	1929	1939	1947
Employee compensation	59.1%	67.3%	66.8%
Self-employed (farmers, professional, other unincorporated)	16.2	15.9	20.4
Interest, rents, corporation profits	24.7	16.8	12.8

CATALOGS FOR SALE

Spiegel, Inc., the Chicago mail-order house, is reported by *The Wall Street Journal* to have arranged with International Circulation Division of Hearst Magazines, Inc., to distribute and sell its 744-page catalog on newsstands at \$1 a copy under an arrangement whereby the buyer gets his dollar back with his first \$10 purchase. That is one sure way of eliminating waste in the distribution of the catalogs, although it is possible that it may limit distribution too severely.

There is no reason to believe that wastes in direct mail advertising are any greater than in other mediums, but we all see more evidence of direct mail waste. On one day last week, for example, the mailman delivered three copies of the David Burpee catalogs to our home. My wife happened to place three different orders with the company and apparently a new stencil was made out each time and no attempt was made to eliminate duplication. Theirs, like most catalogs of flower and vegetable growers, is a very expensive catalog. . . . Quite a few years back—when our son, now a Junior in college, was a youngster—we bought considerable baby

and infant wear from New York department stores. We continue to get their seasonal catalogs begging us to buy diapers and snowsuits.

No direct mail piece can be any better than the "list to which you send it. While it may be a tedious job to eliminate the dead wood from mailing lists, it's a job that pays immediate dividends. Why don't the stores, for example, circularize their lists of the buyers of children's goods to make sure that the families continue to be interested in that kind of merchandise? Of course we all know the answer: It's so much easier to stick all of the stencils—good and bad—in the machine.

And speaking of direct mail: A month ago we praised in this column a booklet called "The Etiquette of Sales Letters," produced by my friend, Horace Nahm, President of Hooven Letters, Inc. He received requests from all over the country but the most interesting came from SM subscriber Walter A. Hunter, Warden of the United States Penitentiary in Leavenworth, Kan. The Supervisor of Education in that great penal institution believes in giving the inmates a chance to express themselves.

SM'S SBP—AND THE EDUCATED HORSE

Skip this if you are looking only for significant trends. It's a bit of shop talk and probably belongs in A. R. Hahn's column—but I happened to get it first.

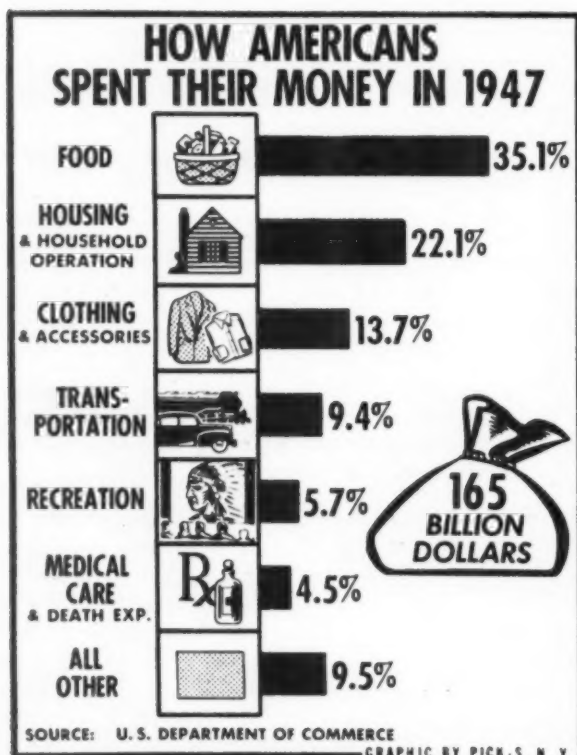
We know of hundreds—yes, thousands—of cases where SALES MANAGEMENT's annual *Survey of Buying Power* is used to sell all sorts of tangible commodities from toothpaste to electric turbines, but last week we heard of two which are really eye-openers.

The owner and manager of Serrano, the world's best educated horse, came in to buy a copy of the 1948 edition. Serrano, in case you haven't met him, is not only well educated, but psychic. He can read your mind. He can add columns of figures and tell you your best girl's middle name. He spells words of any length and in any language.

The manager gets many requests for bookings of this wonderful horse and says that he plans to size up the locations of proposed bookings as good spots by checking up on their buying power in our *Survey*. Serrano does best, he says, in places that have high *Survey of Buying Power* ratings. He has tested it and knows it to be a fact. What really worries us is that the horse may discover some hitherto undetected errors in the *Survey*.

The other use was unearthed in connection with the Stauffer System of Reducing, the head office of which is in Los Angeles. There are several hundred Stauffer studios in all parts of the country, and whenever a spot for a studio is under consideration, the management always looks it up in the *Survey* to see if it has sufficiently high income. According to one of their men, there are two reasons why there's such good correlation between high income spots and good locations for their studios. People in those cities can afford to eat well and do; they get fat and need to reduce. In these cities also, so he says, feminine beauty is most highly regarded, and the people have the wherewithal to try to get it.

PHILIP SALISBURY
Editor



Consumers Growl and Get Tough In Face of High Prices

Two-thirds of American families are now postponing purchases. They're stretching thin dollars by doing more shopping about, by buying less quality, by spending more money for repairs. A new and exclusive survey reveals today's budget troubles—and what people are doing.

The U. S. A. may be "rolling in dough," but two-thirds of all consumers are postponing purchases because prices are too high.

To bridge the gaps, more people by substantial proportions as compared with 1947, are now

Doing more shopping around for values;

Buying less expensive merchandise as a temporary substitute;

Spending money on repairs instead of replacement;

Buying less expensive substitute brands instead of preferred brand.

High aggregate dollar volume retail sales reports are obscuring what is perhaps the most important single buying trend: the growing extent to which millions of people are being priced out of the market for goods they want and need. The backlog has shrunk like a two-dollar shirt.

Of almost equal interest: All-time-high costs for the necessities (food, clothing, shelter) are putting so much pressure on income that one consumer in four, frightened at the prospect of running in the red, will not make any purchase costing over \$50 within the next six months.

These harsh facts emerge from a new survey made by National Analysts, Inc., for SALES MANAGEMENT, in which consumer attitudes toward prices and quality of merchandise were explored. To a large extent, this was a repeat of a similar survey done in the summer of 1947. A few new questions were added.*

Other highlights of the 1948 study:

Consumers are less optimistic about the price outlook. In 1947 48% of the public believed prices would drop within 12 to 18 months. This year only 26% express that belief. In 1947 16% felt prices would go up; today 40% foresee even higher prices.

Principal purchases being postponed are home appliances, automobiles, and real estate.

In 1947 45% of those reporting mentioned recent experiences with products whose quality was unsatisfactory. This year two out of three report purchases unsatisfactory for quality reasons. Last year items of clothing led the list of unsatisfactory purchases (44.2%); currently

clothing still leads, but the percentage is down slightly to 39.9%.

There are significant differences between what people *want* and what they intend to buy in the next six months. Automobiles are the most wanted item, but clothing is the item most people intend to buy.

About 41% of the men and women interviewed believe that sales personnel generally are more cooperative and helpful than a year ago. Only 12% believe service behind the retail counter has deteriorated even further.

The 1948 survey whose findings are summarized here was made in 10 cities, among 1,003 persons balanced as to sex, estimated age and standard of living. For details of the survey technique and list of cities, see page 142.

The results of this study, plus some contemplation of the recent Federal Reserve Board Survey of Consumer Finances, furnish some thought-provoking material for all sales executives who are attempting to foresee the probable trend of business for the next 12 months. Federal Reserve figures show that while savings are still high—\$25 billion in 1947—in that year one family in four lived beyond its income. One-quarter of all spending units dipped into savings last year to the extent of \$11 billion. Now SM's shows quite clearly that with a quarter of all consumers it's no longer a question of *what* they'll spend money for, or whose brand, but *will they spend any money at all beyond coverage of necessities?* These consumers have reached, or passed, their "break-even" points.

Here in more detail, are the findings of the National Analysts investigators. Where comparison figures are available, 1948 vs. 1947, such figures are included.

How People Feel About Prices

Question: Do you think prices on most commodities will drop, remain the same, or increase during the next 12 or 18 months?

	1948	1947
Will drop	25.8%	48.4%
Remain the same	22.7	21.7
Increase	40.6	16.3
Don't know	10.9	13.6

These figures indicate a marked difference in consumer attitudes toward the trend in prices. One year ago almost half the people felt that prices would go down; only 16.3% believed they would increase. Today more than 40% believe they will rise still further.

*See "Behind the Scenes of Survey on High Prices," p. 142.

What People Are Doing About High Prices

The price situation is leading people to five courses of action:

- Postponement of purchase. (66.1%)
- More shopping around for values. (80.9%)
- Acceptance of other - than - preferred brands because of cost. (32.3%)
- Bigger investments in repairs. (83.8%)
- Purchase of less expensive substitutes. (40.4%)

Here's how the survey measures these trends:

Question: Have you or your family held off buying anything because you think prices will drop?

	1948	1947
Yes	66.1%	70.1%
No	33.3	27.2
Don't know	.6	2.7

Question: What major items, such as automobiles, houses, or other commodities now costing \$1,000 or more, have you postponed buying because of a feeling that prices will drop in the near future?

What minor items, such as radios, dishwashers, and other commodities now costing under \$1,000, have you postponed buying because of a feeling that prices will drop in the near future?

	Major Items		Minor Items		Total	
	1948	1947	1948	1947	1948	1947
Clothes, jewelry	.1%	.2%	3.2%	7.0%	3.3%	7.2%
Home appliances*	.4	.2	14.7	31.7	15.1	31.9
Radio, phonograph, television	.3	.0	5.9	9.4	6.2	9.4
Washing machine	.0	.1	4.7	7.2	4.7	7.3
Refrigerator, deep freeze	.0	.1	3.8	5.4	3.8	5.5
Range, stove	.0	.0	1.8	2.7	1.8	2.7
Miscellaneous	.0	.0	3.3	7.0	3.3	7.0
Home furnishings	.0	.4	3.7	5.8	3.7	6.2
Rugs, carpets, linoleum	.0	.2	2.2	2.9	2.2	3.1
Miscellaneous	.0	.2	1.6	2.9	1.6	3.1

*Refers to total number of respondents who mentioned one or more appliances.

	Major Items		Minor Items		Total	
	1948	1947	1948	1947	1948	1947
Home installation, remodeling, refinishing	.8%	.5%	2.2%	3.1%	3.0%	3.6%
Furniture	1.0	1.6	5.6	7.7	6.6	9.3
Foods, beverages	.0	.0	.3	.7	.3	.7
Hardware	.0	.0	.4	.7	.4	.7
Sports, recreation, hobby equipment	.0	.1	.5	.5	.5	.6
Autos, trucks	10.8	22.5	.4	.0	11.2	22.5
Other automotive equipment, repairs	.2	.1	.1	.2	.3	.3
Real estate, homes, businesses, land	8.7	12.9	.2	.0	8.9	12.9
Miscellaneous	.8	.4	1.5	.4	2.3	.8

Question: Have you or your family done any of the following things because of your feeling that prices will drop in the near future? (Asked of those who said they believe prices will drop.)

	1948	1947
Shopped around from store to store to get best price		
Yes	80.9%	55.0%

Bought less expensive merchandise as a temporary substitute

Yes 40.4 26.0

Spent money on repairs instead of replacement

Yes 83.8 58.0

Bought a substitute brand because of the price of the preferred brand

Yes 32.3 23.0

If you want a picture of belt-tightening in the midst of apparent plenty, that's it.

Experience With Off-Quality Products

The ratio of people who have purchased products of unsatisfactory quality has risen markedly from 1947 to 1948: in 1947, 45 products per 100 people; today, 66 products per 100 people. Whether it reflects an actual decrease in the quality of goods, or an increasingly hypercritical attitude on the part of consumers, or both, only further study can reveal. It remains, however, regardless of the actual situation, that as long as the consumer believes that products of inferior quality are being sold, he will resist purchasing them.

Question: Will you please tell us about the last three purchases which you or your family made for personal or family use, where the product was originally unsatisfactory, although you may or may not have had it adjusted by now? What item was bought?

Unsatisfactory Items	1948	Average No. Per Family 1948	1947	Average No. Per Family 1947
Clothing	39.9%	.26	44.2%	.20
Home appliances	18.3	.12	15.2	.07
Home furnishings	8.2	.05	7.8	.04
Furniture	6.5	.04	7.8	.04
Meat, food	6.8	.04	6.9	.03
Hardware	3.1	.02	5.1	.02
Automobiles	4.4	.03	3.8	.02
Other automotive products	.9	.01	2.3	.01
Miscellaneous	11.7	.08	6.9	.03
Unspecified	.2			
TOTAL	100.0	.66	100.0	.45

What did people do about it? Most of them complained to the retailer or refused to deal further with the store (69%). (In 1947: 62%). Here's the detail:

Question: What did you do about the fact that these products were unsatisfactory?

	1948	1947
Refused to make further purchases at store	9.0%	15.0%
Refused to buy brand again	13.9	32.1
Complained to store	60.0	47.1
Complained to manufacturer	4.7	3.8
Nothing	26.0	19.0

(Per cents total more than 100 because some respondents mentioned more than one course of action.)

This table indicates that manufacturers generally cannot expect to hear about consumer complaints direct from the dissatisfied purchaser. Unless they make specific checks with dealers to get at the truth, they may be losing customers and building ill-will without knowing the extent and character of product failures.

Question: Was your complaint satisfactorily or unsatisfactorily handled?

	1948	1947
Satisfactory	64.6%	59.7%
Unsatisfactory	35.4	38.9
Pending		1.4

Question: Was an adjustment made?

	1948	1947
Yes	68.3%	67.4%
No	30.3	29.8
Don't know	1.4	2.8

Question: Was this adjustment satisfactory or unsatisfactory?

	1948	1947
Satisfactory	82.6%	81.8%
Unsatisfactory	17.4	18.2

Question: Do you think you will ever purchase the unsatisfactory brand again?

	1948	1947
Yes	30.7%	34.4%
No	55.9	55.3
Don't know	13.4	10.3

Question: Have you any intention of recommending it to your friends?

	1948	1947
Yes	19.6%	23.7%
No	69.3	67.3
Don't know	11.1	9.0

People's Wants vs. Their Buying Intent

One in four will not purchase anything costing over \$50 during the next six months.

This fact was obtained by first asking each respondent the following question: "If you could finance the purchase today, that is, cash or credit, what five items costing more than \$50 would you most want to buy?"

The interviewee was permitted to mention up to five items. Then he was asked, "Which of these, if any, would you be most likely to buy in the next six months?"

Here people were forced to get down to facts. Which of the things desired would he, or she, most likely have the money to buy during the next six months at the current price levels? One-quarter of all respondents felt they would be unable to buy *anything* costing this amount of money. Several stated they would purchase nothing but food and shelter in the next half year. Others were decidedly uncertain what they would do, stating that it depended entirely on the direction of price changes during that period.

Allowed a free rein and unhampered by the problem of wherewithal, people placed automobile first on the list of wanted items. Furniture, clothing, homes and various radio, television and phonograph devices followed closely in that order. When asked which of these items they really *intend to buy** in the next six months, the rank

order changes considerably. Clothing now heads the list, followed by automobiles, miscellaneous small appliances, refrigerators and the like, and finally, furniture.

When each individual purchase is considered, the ratio of intended purchases to desired items appears like this:

Appliances	43.6%
Clothing	42.1
Furnishings	34.5
Furniture	27.5
Homes	25.9
Automobiles	24.9

This means that out of every 100 appliances desired, approximately 44 are contemplated as actual purchases, while out of every 100 automobiles desired, only about 25 are planned purchases.

When asked what brands of products they would buy, brands mentioned 10 times or more included:

Radio, phonograph, television	
Philco	27
Washing machine	
Bendix	20
Maytag	14
Easy	10
Refrigerator, deep freeze	
Frigidaire	25
General Electric	19
Philco	10
Range, stove	
General Electric	14

*A caution here: "Intent to purchase" is not too reliable an index, since intervening circumstances so frequently disturb family purchasing plans.

Automobiles	
Ford	52
Chevrolet	47
Buick	29
Oldsmobile	12
Plymouth	12

The Retail Bottleneck

Question: Do you find sales personnel more cooperative and helpful or less cooperative and helpful than a year ago?

More	41.8%
About the same	42.2
Less	12.1
Don't know	3.9

In order that this expression of opinion might be made clearer, National Analysts asked respondents to cite specific examples of situations where they were aware of more or less cooperation on the part of sales personnel. The complaints ran a gamut: indifference, laziness, insolence, lack of knowledge of the product, people not waited on in order, didn't know stock. "They act like they don't want to sell."

While there's nothing calamitous about the trend picture developed by the SM-National Analysts study, its meaning is substantially clear: Our backlogs aren't so big as we judge them to be; competition is intensifying at a rapid rate; consumers are balking at high prices, and the company that isn't prepared for the situation it will face when a more critical degree of price resistance shows up, is going to be in a tough spot.



GUY GILLETTE

KEEPING UP WITH THE FORBES' . . . is a simple matter—provided you've got \$150 for a magazine subscription! *Forbes* is bringing out its new *Nation's Heritage* (no advertising) in January, brags that it's the most expensive magazine in the world . . . at the helm, as publisher, is young Malcolm Forbes, (left) son of *Forbes's* B. F. and dyed-in-the-wool Princeton man. Editor is Robert K. Heilmann, (right) former free-lance writer who emerged from Princeton this year with the "most likely to succeed" label hung on his lapel. *Heritage* will be 90 percent graphic and will represent the whole American panorama, says Malcolm. It will dip into the Nation's resources, living patterns, culture and the traditions of the people. Although both publisher and editor are rock-bound Dewey-men they intend to keep the magazine non-political. The magazine will appear six times a year. Malcolm Forbes says when circulation rises to 100,000 he'll be able to reduce the subscription to a mere 100 bucks a year.



They're in the News

HANDSOME IS . . . and in this case, handsome *does*. Meet Sam D. Thompson, a clear-cut case that you can succeed in spite of looking like a movie star and being born a member of an important family. Until recently Sam was sales manager for Borden's Instant Coffee and Instant Mix. But the other day he moved up another notch; now he's general sales manager of Grocery Products Division, The Borden Co. Thompson was born a member of the Thompson malted milk clan, was groomed to follow his father's footsteps. He was scarcely out of the U. of Wisconsin before he was taking a leading role in production, sales, advertising. When Borden's acquired Thompson's it grabbed off Sam, knowing a good thing when they saw it. He's held important posts with Borden ever since. Everyone seems to like his serious but warm personality. His hobby: keeping young with his 20-year-old daughter, his 19-year-old son.

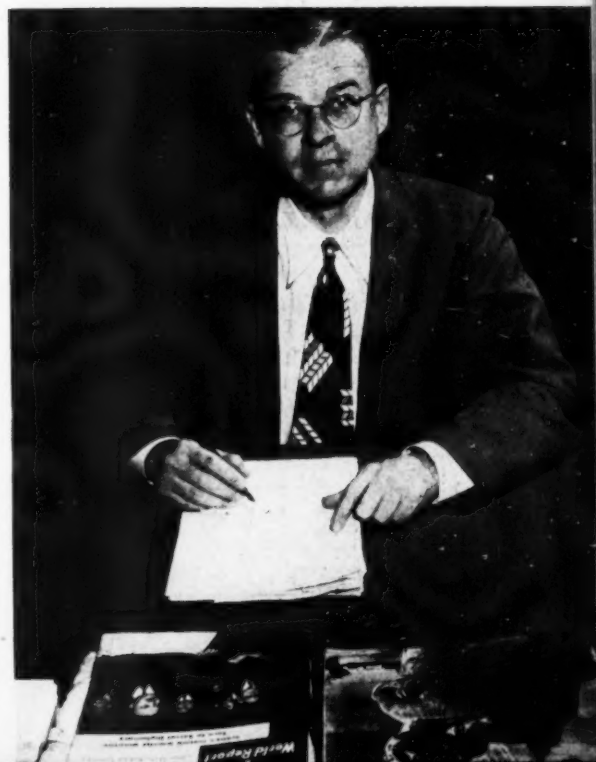
PULSE-TAKER . . . Ever hear of Radox? Or Al Sindlinger? You will. Radox is Al's baby—an instantaneous electronic device which records minute by minute television and radio listening by the attachment of a special device. Radox—stands for “Radio Audience Determinator of ‘X’”—enables an advertiser or agency or network to discover what programs people tune in and, through Sindlinger's method of Household Inventories, to determine whether the advertiser's products are being bought by respondents. Radox is one of three Sindlinger brain-children. The others are Teldox, a new technique to pre-test people's reactions, and Recordox, which “determines why people do what they do.” The three of them, says Al, will eventually do away with old-fashioned testing methods. One drug company recently scrapped an entire institutional campaign as ineffective after seven Recordox interviews. Al's final word: “It's foolproof!”

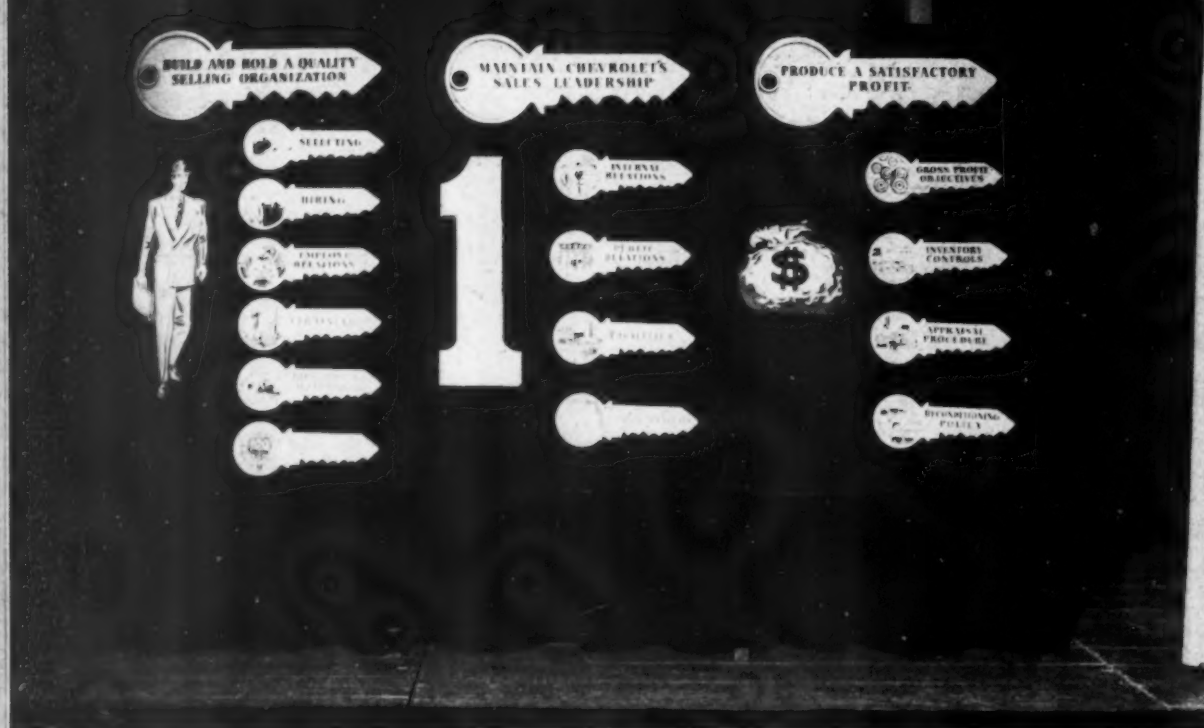


GUY GILLETTE

By Harry Woodward, Jr.

THE SEAGOING SALESMAN . . . It's nothing for Thomas M. Parks to turn up the lone passenger among 400 sailors. He's New York State's official sea-salesman. Travelling as the only passenger among all those sailors on the State Maritime Academy training ship, “Empire State,” he's already surveyed trade opportunities for N. Y. State goods in the B. W. Indies, the Madeira Islands and the Mediterranean. And at the moment he's packing his bags for a European jaunt. He follows leads of the U. S. Consulates as to business contacts, works with Chambers of Commerce abroad and toots for New York State products in seven languages. Off-hours he conducts language courses for the ship's officers. This nautical peddler—who has no idea how much he sells because he takes no orders—says that every port he touches tells the same story: American goods are preferred for better quality and lower prices. Now he's stumping for ships which will be “sample cases.”





What Chevrolet Is Doing to Prepare for Competitive Selling

BY D. G. BAIRD

It's putting factory wholesale personnel and dealers' sales managers through a stiff course at The Chevrolet Sales Managers' Institute. The course is built around 15 slide films and a host of other sales aids packaged in kit form.

In preparation for the return to a buyers' market, Chevrolet Motor Division, Detroit, has inaugurated a course in the principles and techniques of retail sales management and selling in a competitive market. It is characterized as the most comprehensive training program for retail sales management personnel in the history of Chevrolet.

Reversing the pre-war policy of beginning at the bottom with mass training of retail salesmen, the current program begins at the top, training and re-training the factory wholesale personnel and dealers' sales managers who select, hire, train, and develop retail salesmen. To assist them, Chevrolet has developed a salesman-training kit believed to be the most

comprehensive of its kind. The course for sales managers centers around the kit and its usage.

The Chevrolet Sales Managers' Institute, as the course is called, is the culmination of two years of research and preparation. During this period, two surveys were made for Chevrolet by independent organizations, another by Chevrolet's own personnel.

The surveys included one on selecting and hiring salesmen, made by Dr. Richard Schultz, Industrial Relations, Inc., another on "The Woman's Angle" in selling, made by Flanley and Woodward, and a third on what was needed in the way of sales training, by Chevrolet Central Office personnel and field representa-

tives. In addition, the Jam Handy Organization engaged in wide research in connection with preparation of motion pictures and slide films which it produced for the sales managers' course and training kit.

The series of courses began in April, when Chevrolet brought its regional and zone sales promotion managers and regional truck managers to Detroit and indoctrinated them. They then returned to their respective headquarters and conducted courses for their wholesale organizations, followed by sessions for retail sales managers.

These sessions are being conducted simultaneously in all of Chevrolet's eight sales regions and are expected to continue through October, by which time it is anticipated that more than 2,500 Chevrolet retail sales managers will have completed the course. Each Institute session is limited to approximately 40 men and lasts for eight and a half days. The second half of the ninth day is devoted to dealers and employers of the

MAGIC BOARD: It's used to dramatize the three major keys to Chevrolet's No. 1 position of sales leadership in the field.



CUES: E. A. Snyder, assistant manager, Chevrolet sales promotion department, uses visuals to explain used car department.

sales managers. Both sales managers and their employers are required to submit applications for the sessions.

As it was anticipated that competitive selling situations will appear first in metropolitan areas, applications from sales managers in these areas were given first consideration. An effort also was made to have sales managers from dealerships of similar size attend each session, regardless of zone lines. Attendance is limited to one man from each dealership until such time as all dealerships have had an opportunity to attend. Dealers, except where it has been agreed that a partner assumes full new car management responsibilities, are not eligible to attend until all paid new car sales managers have had an opportunity to take the course.

The course begins with a motion

picture titled "The Romance of Leadership," followed by a review of Chevrolet's quality dealer program, then gets down to the key subject of all sessions—the sales manager's job. This begins with the selecting and hiring of salesmen and includes acquaintance interviews, telephone checks, application blanks, point rating chart, interview guides, appraisal guides, and working case examples based on the survey.

To obtain the best salesmen, an employer must have good employee relations, including a satisfactory compensation plan, and this subject is thoroughly analyzed and discussed. The material for this discussion was obtained by the Chevrolet sales promotion department in its survey of policies followed by the most successful Chevrolet dealers in the country.

They also thoroughly investigated the subject of working conditions,

TRAINING KIT: This kit bears the burden of taking the Chevrolet sales training story full dress to factory and dealer sales manager.



including hours, demonstrators, floor time, trade-ins, house deals, and other features which contribute to the satisfaction of salesmen, and recommend that dealers sign a written working agreement with their salesmen.

Having selected and hired the best prospective salesmen, the next step is to train them thoroughly. This subject is given major emphasis, with the new salesman-training kit as the center of attention. The kit includes all the well known steps to find prospects, qualify prospects, set the stage, make the presentation, road demonstration, handle the appraisal, close the sale, deliver the new car, owner follow-up, etc.

Considerable attention is also given the managerial functions, such as maintaining a prospect system, keeping in touch with owners, public relations, local publicity, tie-up with national advertising, directing and supervising salesmen, etc.

The Chevrolet Truck Department, Fleet Sales Department, and Business Management Department all contribute to the sessions with specialized information concerning their phases of the business and how the sales managers can profit most in operating them.

The sessions conclude with a review and banquet luncheon which the employers of the sales managers are invited to attend. After luncheon faculty members have a conference with the dealers during which they review what they have taught the sales managers and urge them to give the latter the necessary authority to implement the program.

The course of instruction includes an exceptional number and variety of presentation properties. Practically every point brought out is illustrated, usually in several ways, and all of the

illustrations are calculated to be entertaining and to "stick in the mind." Variety is provided to maintain interest. Included among the properties are 34 charts (35x45 inches), 24 sound slide films, two silent slide films, 69 flats (40x60 inches), four motion pictures, a couple of sound recordings, set of glass slides, and numerous "special properties."

"Special properties," for the most part, are build-ups on a "magic board"—the kind that grow, piece by piece, as one places the pieces on a board to which they stick, and jumbo-size exhibits.

Stage properties and special equipment include traveler curtain, wings, back-drop and lights, platform skirt, valance and side banners, 16 mm DeVry motion picture projector, Explanette Educator's slide film projector, Spencer Delineascope with adapter for slide film projection as well as glass slides, Translux reverse projection screen, portable pulpit with electric bulb and signal, easels, etc.

J. K. Swisher, national sales promotion manager, and E. A. Snyder, assistant, who were chiefly responsible for preparing and introducing the course, are enthusiastic over its reception by dealers and sales managers. Never, they say, have they received so many and such favorable comments from dealers of all categories, and they exhibit stacks of letters to substantiate their statements.

While the Sales Managers' Institute is said to center around the new salesman-training kit, the course of training, as outlined above, is different from that for new salesmen. The properties, too, are different.

The salesman-training kit includes a complete course in fundamentals of selling Chevrolet cars and trucks at retail in a competitive market. It is

designed to be used by sales managers in the training and development of either new or experienced salesmen. It deals with principles and fundamentals of selling Chevrolets, rather than with specific policies, thus permitting each dealership to use all material in accordance with individual methods of operation.

The kit includes: a desk easel, 13 training charts, 13 sound slide films, two silent slide films, complete salesman selecting and hiring procedure including instruction manual, application blanks, point rating chart, interview guides, appraisal guides, and get acquainted booklets, a manual covering Chevrolet's new prospect and owner follow-up system, reference manual on all subjects covered in the Institute, and a compact cabinet for storage of the above contents.

Film Subjects Vary

Subjects of slide films are fundamentals of successful Chevrolet salesmanship, basic fundamentals of construction, design, and operation of an automobile, (2 silent), finding prospects, qualifying potential prospects, setting the stage, the feature presentation, the road demonstration, handling the appraisal, closing the sale, delivering the new car, owner follow-up, "The Woman's Angle," fundamentals of used car selling, and selling special truck equipment.

"As Chevrolet dealers and their retail sales managers prepare for the inevitable return of competitive selling conditions," T. H. Keating, general sales manager, says, "they face a greater responsibility than any in the past—the responsibility of building and holding a quality selling organization, capable of maintaining Chevrolet's dominant sales leadership."

"There are three definite reasons why fulfillment of this responsibility will be more difficult than ever before," Mr. Keating points out. "Present retail selling strength is far below ultimate needs, competitive companies have announced their intention to secure a larger share of the market than in the past, and the transition from a sellers' to a buyers' market will require the adoption of new and improved selling techniques that will successfully cope with competitive selling."

"For these reasons, the challenge to Chevrolet retail sales management has never been greater than it is today. It must be stronger than in the pre-war period if we are to maintain dominant sales and profit leadership."



MOUNTAINS OF SALES AIDS: It's part of literature for inclusion in the complete packing box kit.

TELEVISION: Radio-phonograph buyers protect their furniture investment by knowing they can buy matched TV sets, whenever they are ready.



"Waiting for Television"—But Admiral Sells 'em Now

Based on an interview with **ROSS D. SIRAGUSA** • President, Admiral Corp.

The big idea: Sell FM-AM radio-phonograph combinations today, then provide a television unit matched in design which can be bought later under a priority. The plan is called "Television Optional"—and it's bringing results.

Do you anticipate a saturation in your market at any time in the foreseeable future? Early this year the Admiral Corp., Chicago, manufacturers of electric ranges and refrigerators, radios, phonographs and television sets, appeared to be moving headlong into a situation of this kind in radio. Radio sales, generally, were off sharply. Manufacturers seemed to have caught up. Jobbers and dealers were well stocked. Some radio manufacturers found their sales down 50% or more. The outlook was rather dubious.

"A survey of the situation led us to the conclusion that the sudden

upsurge of television was creating confusion in the public mind," says Ross D. Siragusa, president of the Admiral Corp. "Television, in those areas where it was available, was rushing on like a prairie fire. Reports indicated that it would be available in other cities in a few months, a year, or two years.

"Hundreds of thousands of potential purchasers, it seemed, felt that they wanted to wait to see what was coming. Radio buying was tightening up in an alarming manner. Why buy radio sets with television just around the corner?"

In spite of this discouraging situa-

tion, Admiral's mid-year statement revealed that its civilian sales were up 51%. Total sales for the six months were \$27,386,344, a gain of \$5,837,558 over the same period in the previous year, which had \$3,409,355 of government sales included. The management credits a big share of this to a sales idea—"Television Optional."

Television Optional, a bright sales idea if there ever was one, was built very largely around matching units in the same functional designs. Matching units were worked out for FM-AM radio-phonograph combinations and television sets. Admiral went to its distributors and dealers with the story. The idea sounded good to them. The plan, simply, was this:

Start the matched ensemble by purchasing the first unit. Buy, say, a radio-played unit now. When television comes, add the television unit and complete the matched set. To

promote the deal further, Admiral issued a *television priority book*. A foreword in this book, explaining the plan and how to use it, says:

"This booklet contains 50 Admiral Television Priority Certificates and attached stubs. Customers who buy a console radio-phonograph under Admiral's 'Television Optional' plan, are entitled to receive priority on the purchase of a matching Admiral television console.

"Simply fill out both certificate and stub with the required information, and priority number in order. Then tear off the certificate, and give to customer. The stubs left in the book make up your Television Priority List, properly numbered, and complete with the necessary follow-up customer record."

To give an idea of how dealers grabbed at the idea, it can be revealed that 750,000 illustrated booklets explaining Television Optional have been printed and distributed. Barker Brothers, Los Angeles, where television is available, took 20,000 of them. Sherman Clay, in San Francisco, where television is some months away, took a like number. Union Furniture, in San Francisco, strictly playing futures, cooperated and also give the plan store window displays and in addition used page advertisements in the daily newspapers.

Dealers Report Sales

By mid-August, Admiral had shipped to San Francisco, on orders, no fewer than 100 television sets—with television there promised only by next January at the earliest! Orders came mostly for shipments of 10 sets at a time. Dealers reported that they were selling.

With view to aiding dealers in the job of showing prospective buyers how matching sets would look in buyer's homes, Admiral developed and produced an exact replica of its television set to be delivered at that future time when it is wanted. This is made of cardboard and wood, with actual knobs, grills and decalcomania. The set, made by Milton Sturm and Co., Chicago, is so exact that it can hardly be told from a "live set."

Five thousand of these were manufactured at a cost of \$8 each and as they go out they are charged to the distributor at \$4 each, Admiral thus sharing the cost. The dealer, when he gets one, sets up the dummy as a part of his store display to show how the complete set will look.

Philadelphia is one of the liveliest markets in the country for television. RCA is at Camden, N. J., and Philco is in Philadelphia. As always, when television comes in, it plays hob with

radio sales. Radio this year has been in the doldrums and Philadelphia's larger accounts, discouraged, hadn't been doing an energetic merchandising job.

Moving into this highly competitive territory, where it had been in a measure an alien, within three weeks Admiral had lined up five of the largest department stores—Snellenberg's, Wanamaker, Gimbel's, Lit Brothers and Strawbridge & Clothier—and had going one of the biggest cooperative newspaper advertising campaigns in the country. It quickly moved third place in the market.

Large-Scale Advertising

Wherever Admiral goes into a market with its plan it starts an intensified newspaper advertising promotion which runs from one to three weeks employing 100% national advertising. It then lines up the larger dealers in that city for active cooperative advertising. It plans no one-time shots but, generally, full page space continuously.

Double-page newspaper spread, featuring the Admiral combination radio-phonograph and television set in the Credenza motif appeared in 23 metropolitan television areas, September 12. It served as the kickoff for a hard-hitting, \$2,000,000 fall advertising campaign aimed primarily at the video set buyer, but also hammering home Admiral's Television Optional plan. Included in the budget is \$500,000 for national magazines with a combined circulation of 38,000,000 and total readership of 140,000,000 persons per issue. There will be 135 insertions in these magazines, 57 in full color. Negotiations are being concluded for a "Big Time" video show to be presented nationally on Sunday evenings—live shows on the eastern regional network and kinescope films elsewhere.

Radio table models, table model combinations and portables are not being neglected. In August, four advertisements of 1,000 lines each appeared in newspapers in every city in the United States of more than 50,000 population.

Check Selling Techniques

Whenever Admiral moves into a new market it watches dealers and dealer salesmen with an eagle eye to observe their methods and techniques. Within 10 days after "breaking" a market it sends in a crew of shoppers. They go from store-to-store. Their main object is to observe if the Television Optional deal is being sold properly.

If dealer salesmen are stumbling, trained factory representatives take

the situation up with both distributors and dealers, lay down proofs of what the right kind of selling will do, give them heart-to-heart talks and say "This situation is costing you sales and profits."

Active promotion to sell television, with video broadcast still some time away, using the matching sets as the lure and the Television Optional Plan as the bait for immediate action, is going on steadily—and with results. Denver, with television perhaps a full year away, has been getting active attention and Davenport, likely two years in the offing, has heard of it.

Those interested in buying a radio at this moment are told, "Don't wait. Here's the matching set proposition. Buy your radio-phonograph combination now and you get priority on your television set. Be assured, it will match and you will be one of the first to get delivery."

Boosts Radio Sales

Of the 22,000 retail outlets for Admiral Products, more than 3,000 now handle television. More are being lined up in the future markets and the Television Priority Plan is one of the big encouragements to radio buying in a market which had visibly slowed up because of that Big Wolf, named Saturation.

"When a homeowner buys one unit of our matched set ensemble we feel that his mind is pretty well made up," says Mr. Siragusa. "The next unit he buys will be *our* unit and it will *match*. The sales job on his coming purchase is almost always completed. It makes the dealer's task a lot easier. It is insurance of a future sale. It has given Admiral a vast number of radio sales in a market that was called saturated.

"Another new Admiral feature that is just now beginning to bolster sales of our console radio-phonographs is our two-speed, two-tone arms record player unit. It was designed to play the revolutionary long-playing microgroove records capable of playing 22 minutes on one side instead of the usual three minutes. A major record company contends that these discs that are scheduled to hit music store counters early this fall are the records of the future. We jumped into production of these units in August and now our console models are equipped with them. There are only several other makes of radio-phonographs that have units capable of playing the long-playing records—another selling feature for our dealers to play up, and thus sell radio-phonographs in a highly competitive market."



GOOD NEWS about Long Distance

Today, Long Distance calls go through in about two minutes on the average. Now and then there are delays, but we're handling nine out of ten calls while you hold the line.

We've added many new circuits and switchboards and more are coming along. Our operators know their job.

Our aim is to put your out-of-town calls through faster than ever before. And we're working hard to do it.

BELL TELEPHONE SYSTEM



Mix Product & Package, Result: Smash Hit

The old hitching post has given itself to the design of a bottle for a new kind of salad dressing now gracing many a table. Here's how a 10-cent store heiress cracked the Los Angeles food market with a line of luxury dressings.

Last month, "Hitching Post" salad dressing—the first item of a new brand of luxury foods originated on the far side of the continent, and unheard of on the western coast—made a spectacular raid on the Los Angeles fine food market.

Initial sales exceeded the prognostications of food marketing experts by 300%; and at the end of a month, "Hitching Post" was firmly entrenched on the shelves of the coast's better stores.

The manner in which this campaign was executed at unbelievably small expense is worthy of the attention of all food promotion experts. The feat is made doubly interesting by the fact that "Hitching Post" brands — three other items are in preparation — is a woman's venture, though the identity of its originator may explain its success to a certain degree, she being Mrs. C. Westley Frame, the former Rosiland Kress, daughter of the late president of the Kress chain of 10c stores.

Mrs. Frame's sudden urge for a business career, after years of plantation and social life, was sparked by the fact that her young son while lunching at the Hitching Post Inn at Aiken, S. C., on his way back to school, ate his salad without complaint. Discovering that the dressing was the cause, Mrs. Frame decided that it merited a place in every home. She queried the proprietors about the contents, found it was too complicated to be made in the average home, and ended by buying the recipe.

While she had had no business training, Mrs. Frame had learned certain basic points from her association with her father. She knew that no matter how fine a product, it will never move without good promotion and salesmanship, and she knew the importance of looks, personality and approach in salesmanship.

Bearing this in mind, Mrs. Frame reasoned that food is properly a woman's line and that a woman with both beauty and brains might do even a better job than a personable man.

Estelle "Billie" Cherry, a graduate of William and Mary and Smith-Massey colleges and secretary-treasurer of the real estate firm of Wavery-Taylor, Washington, D. C., was given the job.

Mrs. Frame next sought promotion advice from Albert C. Essig,

Los Angeles advertising man, at Buckfield plantation near Savannah, Ga. Headquarters for Hitching Post Foods are in Savannah. Mrs. Frame, Miss Cherry and Essig then worked out a food promotion plan. Before trying to put "Hitching Post" dressing into stores, they first would give it social standing by introducing it into better class hotels and restaurants throughout the east.

With the product attractively packaged in a distinctive prism-cut, cruet-like bottle, and bearing a colorful brand mark designed by Walt Disney of Hollywood, Miss Cherry called at the Mayflower, Carlton and Shoreham hotels in Washington, and "sold" it to the chefs. In New York, she put it into the dining rooms of the Waldorf-Astoria, the Sherry-Netherlands, Astor, Biltmore, Roosevelt and other hotels and a score of leading restaurants. In Chicago, it went into the Sherman and the Morrison and the University Club.

Grocery Trade Approached

When the cruet-shaped bottle bearing the colored jockey in yellow waistcoat, red breeches and cap had become familiar to diners in literally hundreds of elite hotel dining rooms and restaurants, and "Hitching Post" salad dressing was featured in scores of menus, including those of Pan-American planes flying to half a dozen lands, the company decided the time was ripe to turn its attention to the grocery trade, beginning with several cities in the south, jumping to the West Coast and then moving eastward to New York.

Preliminary to Miss Cherry's arrival in Los Angeles, Essig made an intensive survey of the salad dressing market, which showed that of the 1,200,000 homes in Los Angeles, some 460,000 had some type of commercial salad dressing on their shelves. He was warned by food experts, however, that despite the potential size of this market, he could not hope for an initial sale of more than 500 cases unless an extensive sales campaign was launched. Nevertheless, when Essig and Miss Cherry presented Ralph Levy, president of Markey Ostroff, food distributors, with a survey of the work already done to give "Hitching Post" a place in the fine foods list and their promotion plans for the Los Angeles area, he immediately ordered a carload.



Why work the wooden indian market?



● After a man's 35, about all he accumulates is sales resistance.

But before that.

In those Golden Years, those Pic years from 18 to 35, he's a wide open prospect for your product... for everything, in fact, from house furnishings to hair preparations! Just listen!

Men in the PIC years from 18 to 35 buy more houses than any other Age Group!

Men in the PIC years from 18 to 35 buy more brands of hair preparations than any other Age Group!

Men in the PIC years from 18 to 35 buy more than twice as much insurance as any other Age Group!



The
magazine
for
young men



SEPTEMBER 15, 1948

*PIC picks the
peak market for you!*



HOW TO CRACK A MARKET: Hitching Post Foods spotted its products in luxury hotels and restaurants, followed it with promotion to editors of newspapers, and food columnists in selected cities in the Nation.

Around a nucleus of three Los Angeles women prominent in civic affairs, a luncheon was staged at the Brown Derby restaurant for 45 food editors, home economists and newspaper editors and columnists. The menu, consisting of shrimp salad,

lamb, broccoli and lima beans, featured a "Hitching Post" product in each item — the dressing on salad and as a sauce with shrimps, "Hitching Post" Mint Sauce with the rack of lamb, "Hitching Post" Creole Vinegar on the broccoli and "Hitch-

ing Post" Jack-Pot Lima Beans.

The luncheon, which paid for itself many times in favorable mention in the press, was followed by personal visits to the May Co. Modern Market and other leading stores catering to the carriage trade. The May Co.

"EUCLID
moves the earth" faster
via
CAPITAL
AIRFREIGHT

The Euclid Road Machinery Company, of Cleveland, rushes heavy machine parts overnight to their 90 distributors via Capital Airfreight.

Thus, the famous Euclid diesel powered hauling equipment is kept "moving the earth" at peak efficiency—and costly "down-time" due to parts replacement is cut to a bare minimum on important road building and mining projects.

Overnight Delivery via Capital Airfreight can help your business, too—serve distant clients faster, open more

new markets quicker, get goods in and out sooner! Investigate! Call your Capital Representative or write;

Capital
AIRLINES

National Airport, Washington 1, D. C.

SERVING 70 IMPORTANT CENTERS OF COMMERCE, INDUSTRY, AND RECREATION

This is Toledo

...one of America's Great Cities...



GREAT not only in outward signs of progress and achievement, but in the character and ability of its citizens, in forward-looking management and in the intelligence and skill of its many thousand workers. Great in the spirit of its people today, who in confident self-reliance have carried forward significant achievements in municipal finance, as witness the Payroll Income Tax, and in management-employee relations, as in the "LMC" Toledo Plan for industrial peace. This is a city greatly favored by location, the focus of a market richly balanced between agriculture and diversified industries . . . greatly favored, too, in its awareness of the importance of supporting its institutions of culture and learning. A great city today . . . envisioning a still greater Toledo Tomorrow.

A comprehensive view of Toledo and the Toledo Area will be found in two booklets, "This is Toledo" and "The Toledo Market." Copies will be mailed on request.

...and this is the TOLEDO BLADE

...one of America's Great Newspapers

To be entitled to be called great, a newspaper must penetrate deeply into the life of the community it serves. It must be not only a great *news*-paper, but it must also give expression and direction to the community's worthy aspirations. How well The Blade has succeeded in fulfilling these requirements may be judged by the interest and loyalty of its readers, which have given it a degree of coverage of its entire market most unusual among the papers of the nation.

TOLEDO BLADE

One of America's Great Newspapers...in One of America's Great Cities

REPRESENTED BY MOLONEY, REGAN AND SCHMITT, INC.

MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK


No. 72 in a Series




punched cards




make the digging easier!


 Ever dug a bucket of clams? It's a tough, back-breaking job. Even with a fork . . . and skill . . . and *clams*.


 In your business too, the facts are there . . . but digging them out is sometimes tough. Yet thousands of chain store executives who rely on Remington Rand punched-card accounting find the going easier.

Because they rely on the finest machines and methods available today.

 Yes . . . the finest! Take the new Alphabetical Tabulator with Instantaneous Summary Punch. It's the *only* punched-card machine that adds, subtracts and totals with

as many as 160 counters. That prints letters and numbers anywhere—100 on each line, 100 lines a minute. And that punches summaries of your business figures into tabulating cards . . . the *instant* they're printed on your reports.

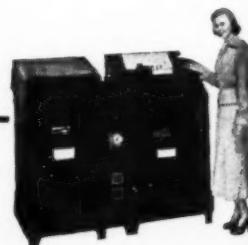
 That's just *one* example of how today's Remington Rand punched-card machines roll up their sleeves and dig out the facts . . . for businesses—large and small.

 Let us show you the difference they can make in *your* business. Just write Tabulating Machines Div., 315 Fourth Ave., New York 10.



Remington Rand

FOR 40 YEARS—PUNCHED-CARD PACEMAKER



SALES MANAGEMENT

ordered 300 cases of the dressing and gave it a 30-foot display inside the market and a full window on the street. The company also mailed to each of its 200,000 credit customers a specially printed order blank, ran large display advertisement in all metropolitan dailies and featured the dressing on its daily radio program. Albert Balzer, the Hancock Park

luxury store and The Farmers' Market were next in line, and then stores in Beverly Hills. Chain stores and co-operatives will come next.

When Mrs. Frame and her aides consider the time has come to put it into all stores, she will then back it up with a well-planned advertising campaign, paving the way for other products to be launched.

Fair-Trade Price Cut Protects Dealers

For 30 days, Kirsten Pipe offers dealers a special price on its pipes, less 40% discount, to stimulate retail sales.

When your product is fair-trade priced and stocked by retailers across the country, how do you put on a quick one-month nation-wide sale? Can you protect the dealer on his inventory so that you enlist his help at point-of-sale? Can you get your announcements out fast enough?

For these questions, Kirsten Pipe Co., Seattle, has some pertinent answers. This month Kirsten is cutting retail prices on its metal-stem "radiator" pipes 40%.

The occasion is the tenth anniversary of the company. The object is to build new customers for Kirsten, to snap the pipe business out of the doldrums, and to prepare Kirsten dealers for heavy promotion in the Christmas season.

To all its retail outlets, Kirsten sent a direct mail piece in the last week of August, carrying the first announcement of the sale, amending the fair trade price schedule for 30 days, and enclosing a return air-mail card for ordering pipes. The announcement also was sent to some dealers on the prospect list.

To protect dealers on inventories they held at the start of the sale, Kirsten made this agreement: Dealers may buy as many pipes as they need for the sale at the sale price less their normal discount of 40%. Thus, a dealer with a full stock of merchandise at the start of the month can participate in the sale at full profit; when the sale is over, he resumes the marketing of his regular stock at regular prices.

There is nothing to prevent dealers from ordering more than they may sell during September, but

Kirsten, dealing directly with its retailers, reserves the right to limit the number of pipes sold to any one dealer. Orders postmarked any time in September will be filled at the cut price.

One factor in Kirsten's flexibility is its practice, adopted 10 years ago, of dealing directly with retailers. It uses no wholesalers or jobbers.

To announce the sale to the public, Kirsten took two-column black and white space in *Time* for September 6 and single-column black and white space in *The Saturday Evening Post* for September 15. Copy in each case carried the headline: "SAVE 40%".

Local Advertising Used

Dealers were supplied two-column newspaper mats for local advertising at their own expense. Counter cards were also mailed for point-of-sale use.

National magazine copy picks up the slogan, "There's no smoke like a Kirsten!" and states: "Thousands of pipe smokers have never smoked a Kirsten. Thousands more have been disappointed with poor imitations of Kirsten. Here's a chance to smoke a genuine Kirsten Pipe and save more than 40%."

Building new smokers of Kirsten pipes lies at the heart of the campaign. "We've yet to write an advertisement that's as good as a man smoking a Kirsten pipe," Charles K. Wiggins, executive vice president, comments. "Now we're going to put more walking ads on the street."

In October, Kirsten will follow the sale with promotion in *Time*, *The Saturday Evening Post*, *True*, *Esquire* and *The New Yorker*.

What is



On the east coast of Iowa lies Davenport, Iowa . . . the trading center of the vast area comprising 300,000 people known as the Quad-Cities. Because of its booming industry, and greatly profitable market advantages . . . Davenport is truly "America's Most Amazing Community." The many firms opening new plants here prove this beyond doubt. Sales Management says that Davenport was SIXTH highest in the nation, in percentage of retail sales gains (June, 1948, compared with June, 1947)! In Davenport, too, are located "America's Most Amazing Newspapers." Throughout this entire marketing area . . . only these two Newspapers give complete coverage. Write for Market Booklet

The DAVENPORT NEWSPAPERS
THE DAILY TIMES — THE DEMOCRAT & LEADER
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(No Negative Charge on 2 or more)
Made under supervision of famous James J. Knegsmann.

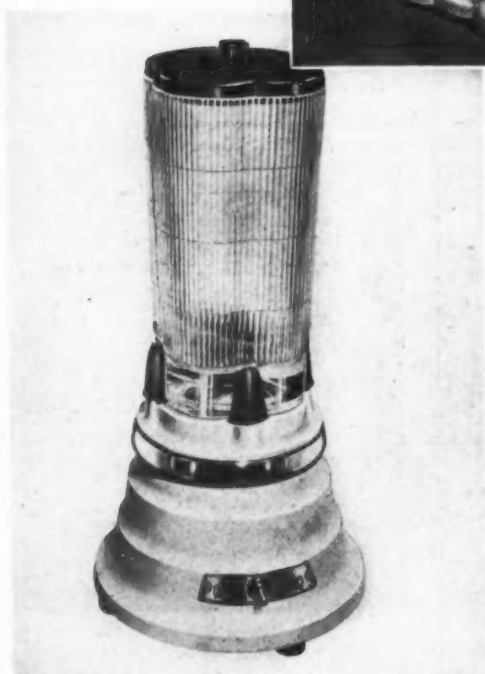
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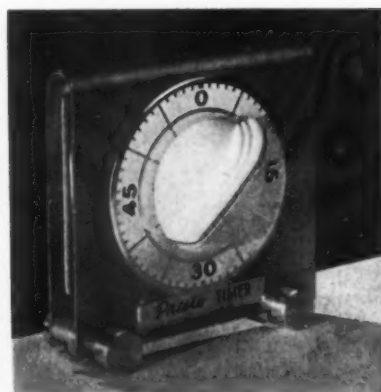
"WE DELIVER WHAT WE ADVERTISE"



LUXURY PACKAGE: A simulated antique carved ivory plastic case holds the Speidel Corporation's new Golden Templar watch band. Case protects contents completely, and assures brand identification.



FOOD AND BEVERAGE BLENDOR: New model has powerful motor and lower over-all height to permit storage. Base is white enamel. Product of Waring Products Corp.

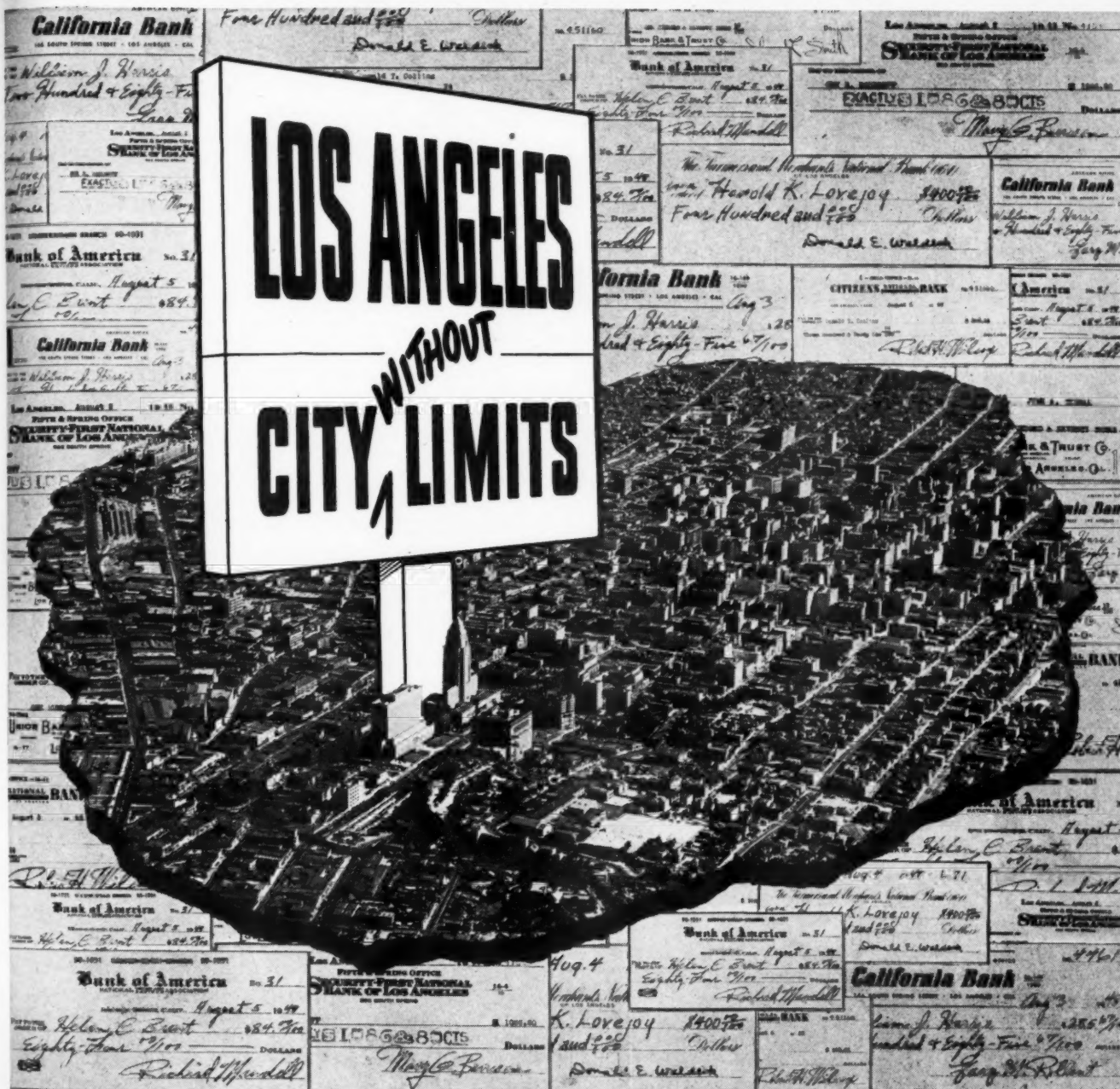


ALUMINUM TIMER: It has a white dial inset with easy-to-read numerals. Made by National Pressure Cooker Co.

Designing to Sell



SCARF 'N GLOVE KIT: It contains wool yarn with which to make a man's scarf and a pair of gloves. Introduced by John Dritz & Sons.



\$33,748,431,000 in check payments
... it's America's third largest market!

GET THE FACTS ON LOS ANGELES... NOW AVAILABLE



The Research Department of The Times has completed a comprehensive survey of the Los Angeles market—studies of population trends, sales analyses, buying habits, routes, etc. These studies are outlined in the booklet "Los Angeles—City Without Limits." Write to-day for your FREE copy.

Banks in Los Angeles handled a record volume of \$33,748,431,000 in check payments for their depositors during 1947—ranking third after New York and Chicago. This was an increase of 213% over 1940—and a potent reminder of the tremendous growth of this area. Los Angeles is now America's Third Largest Market—and its amazing expansion continues. Here are eager customers for every type of goods and service. To tell your story effectively in this market—use the *Los Angeles Times*, with the largest home-delivered circulation in the West.

CIRCULATION—ABC Audit Report for twelve months ending March 31, 1947: Daily, 400,811; Sunday, 747,852

LOS ANGELES TIMES

REPRESENTED BY CRESMER AND WOODWARD—NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO.

SEPTEMBER 15, 1948

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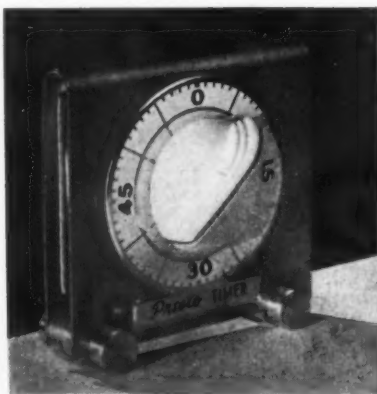


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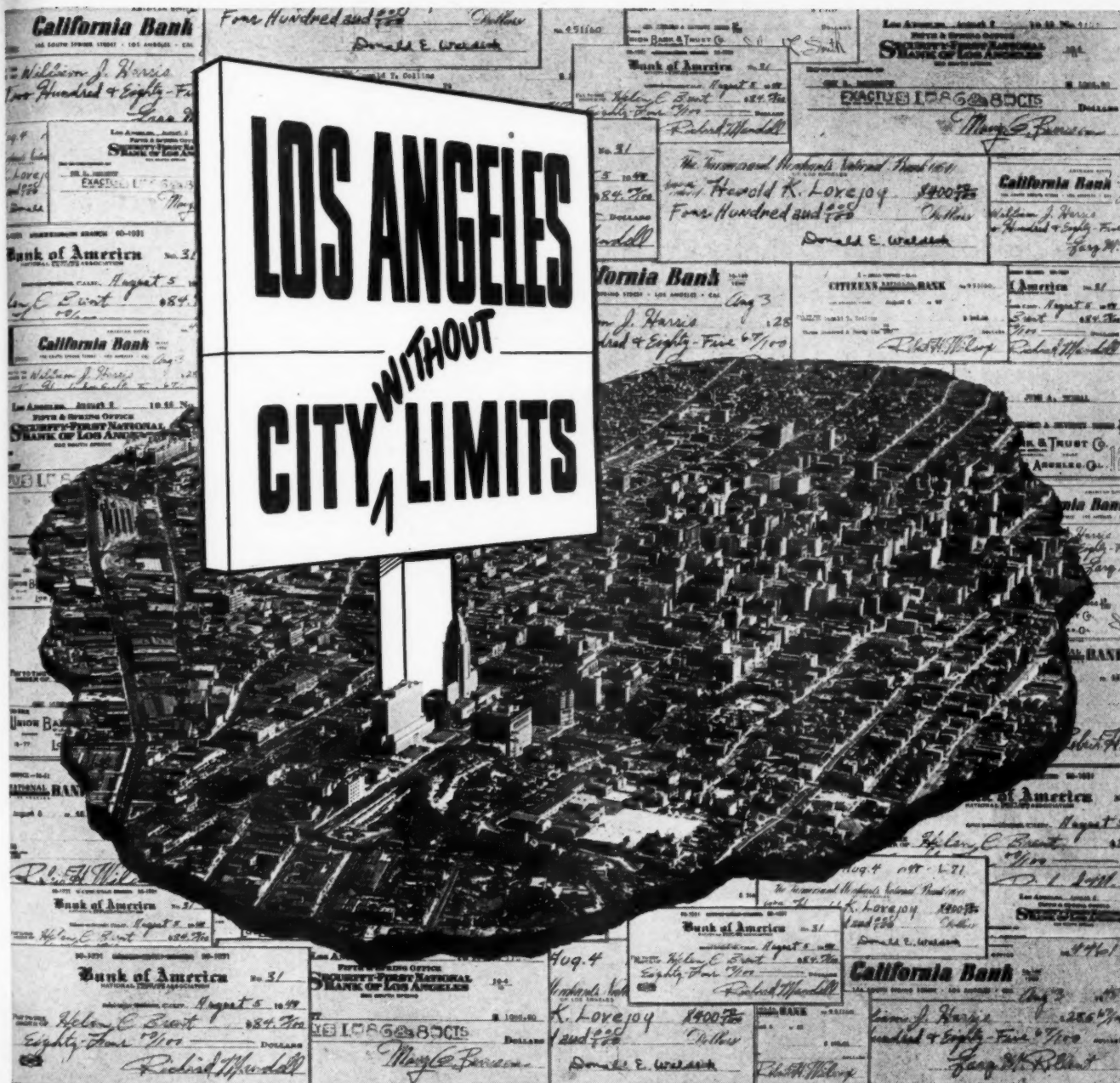
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SEPTEMBER 15, 1948

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McKesson Seeks Solution to Mystery Of Missing Cosmetics Customers

Why have department stores taken the play away from drug stores? Can better display and improved sales training win back these lucrative customers? McKesson & Robbins thinks so and is out to help druggists with aids.

Why has the overwhelming volume of cosmetic business which once belonged to the drug store shifted to the department store? What can retail druggists do to get it back?

These two questions prompted McKesson & Robbins, Inc., wholesalers to drug stores, to make a survey. As a result of the survey some experiments in guided sales training and merchandising were begun last year in class B drug stores in the San Francisco and Eastbay division of the company's Western Region (Pacific Coast). As a result of the tests, McKesson & Robbins now have a packaged service for druggists. So far, the service is available only to retailers in the Western Region.

A corps of women highly trained in each phase of cosmetic merchandising is contacting store owners in San Francisco, Los Angeles, Portland, Seattle, Oakland and surrounding parts to explain the McKesson plan for making the drug store neighborhood headquarters for cosmetics and related items and, where the owner is responsive, getting to work to put the plan into effect. Women chosen for the job usually have a thorough knowledge of toiletries and cosmetic promotion. In addition, they are intensively trained in the company's own approach to the retailer.

When a toiletries representative goes in to a store she first makes a complete survey of the cosmetics sales

set-up, if any. Most drug stores stock some cosmetics and perfumes. Very often they are concealed in closed cases or given a high-price, inaccessible look by being "displayed" behind plate glass. Customers are afraid to trouble the clerk to bring them out for inspection and handling. Yet, modern retail experience shows that goods handled are goods most often bought. As one successful drug store merchandiser put it: "We Americans don't like to let go of anything we once get in our hands. Put an item into a prospective customer's hands and nine times out of 10 she'll decide she must have it."

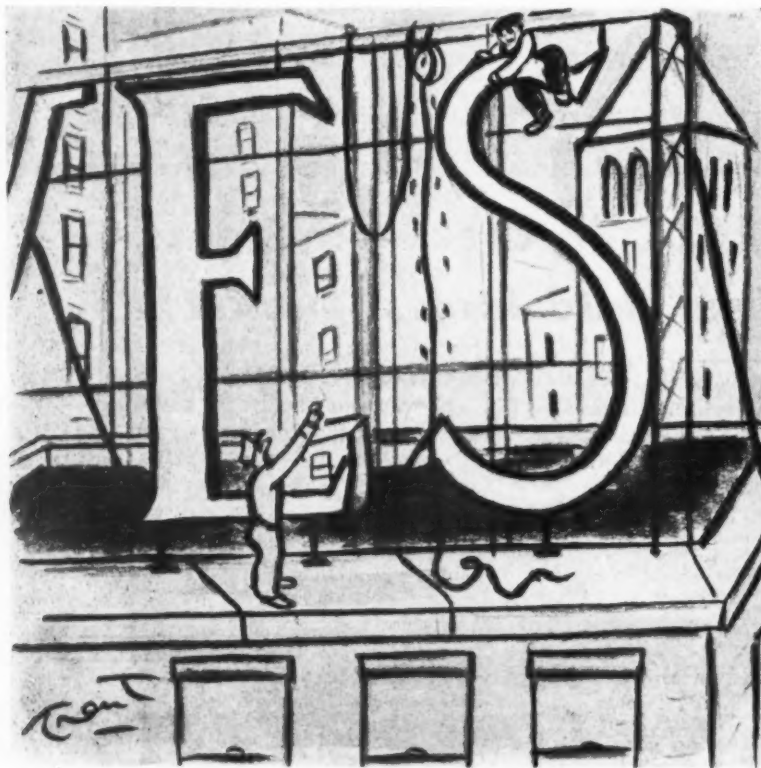
The McKesson plan is directed to this end. In the program, the first step to successful merchandising and promotion of cosmetics is departmentalization. With it are tied up: store layout, adequate equipment, adequate stock, trained sales personnel, tactful use of merchandising ideas.

Check Store Layout

Making it easy to shop and buy is probably one of the first rules of merchandising. No one wants to wander all over even a small store to pick up items related to a given need or mood. However, an individual with that need or mood, although she (or he) may have had only one purchase in mind, is receptive to suggestion and is readier to buy companion items. The first thing the plan does is to see that a cosmetic and toiletry department or section is set up, properly located and identified.

This leads into store layout. Many smaller and medium-size stores were never planned but "just grew" and while stock may be displayed it may be in a junky way or haphazardly with little consideration for ease of shopping or time-saving for the sales people, not to mention any of the subtler matters of sales suggestion. The toiletries representative may tactfully have to persuade the store owner to change his whole layout to give suitable play to the cosmetic department. The appearance as a whole naturally benefits.

Adequate equipment means display fixtures that will sell goods. The kind of fixture depends upon the type of store and the kind and extent of business, actual and potential. Recommendations are tailored to the individual business. But the new look is encouraged. So are open display and



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The Ampro Compact has been built for those who need a portable, single-case quality projector at a popular price. It is a *basically new type* of portable projector which brings you:

1. New Amazingly Compact One-Case Unit

A complete full size 16mm. sound picture projection outfit—including projector, amplifier, detachable 8" speaker and cord, plus room for extra 400' reel and film—all in one portable case. Measures only 15" x 21½" x 9¾". Speaker can be instantly removed and set up near screen for best sound reproduction.

2. New Remarkably Quick Set-Up

Through new, counterbalancing mechanism, projector swings up into operating position in one easy movement. Permanently attached reel arms swing quickly into position—and in less than ten seconds the Ampro Compact is ready to thread, connect and operate.

3. Full Professional Quality Projection

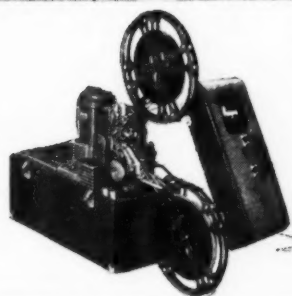
The many Ampro quality features, tested in thousands of projectors over many years and through millions of performances, are fully maintained. Not a new untried unit—but rather an ingenious adaptation of a proven 16mm. sound projector. Unusually quiet-running.

4. 100% Availability for Quick Servicing... The entire chassis of the Ampro Compact can be removed quickly and easily from the case. This is the only portable one-case 16mm. sound projector that offers 100% convenient availability for both mechanical and electrical servicing.

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Including a new free flow streamlined cooling system—and special cushioning to protect projector mechanism against shocks. An ideal unit for both silent and sound projection for moderate sized audiences where compactness, ease of set-up, portability, quality of projection, are important factors.

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mass display in some degree. Depending on the receptivity of the store owner, all the resources of modern store furnishing are available. There are patterns for smaller as well as medium-size and larger stores.

Adequate stock, of course, means adequate in terms of the store being helped and studied. Taken into consideration is the fact that people—women in particular—like to feel they have a fair range of choice. McKesson, naturally, is out to promote the lines it carries. In the last analysis, the plan is a promotion of the goods of the cosmetic and toiletries manufacturers McKesson features and a

practical means of helping retailers to sell more of them. Store owners are encouraged to stock as wide a range of brands as is desirable in each instance.

Sometimes the field representative finds that stocks are complete and well arranged but improperly located. In that case, little more is needed than to re-situate the department. But often stocks are neither complete nor well chosen and a revamping may run all the way from addition of new lines or items to a thorough overhauling. Whatever the degree of change the counsel is specific, covering the types and numbers of items

considered essential for a well-balanced inventory.

Once, druggists had to worry a lot about cut-rate competition on established brands from some of their larger competitors and this probably contributed to the feeling many had that they could not hold their own in the cosmetic field. The situation changed when Fair Trade legislation was adopted in one state after another, beginning with California.

McKesson's survey of cosmetic selling in the drug field, and the subsequent initial tests, established one plain fact: One of the major secrets of success with any retail toiletries and cosmetic department is qualified personnel.

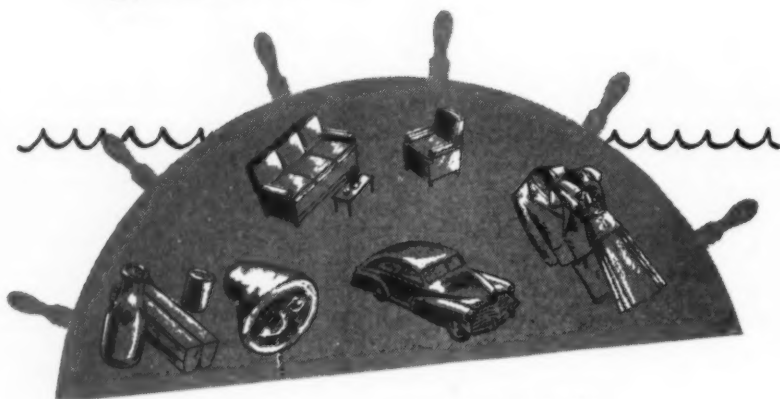
Improvement in the physical layout may impress the customer, a well-rounded and complete stock will attract her, but if she is to be made into a pleased customer who will become a steady patron of the store in question, that lies largely in the hands of the sales person. McKesson thinks it is best for women to sell cosmetics. They do it better and women would rather buy from them.

If the store employs a woman or women, the field representative analyzes the selling techniques followed and if improvement is necessary, makes recommendations and follows through with a course of actual on-the-job training. It would not be practicable for the average small store to send its sales staff of one or more away for a training course, so the McKesson representative sets up the learning-by-doing type of class right in the store, working along with the pupil.

Sales Training Pays Off

Personnel accounts for something like 70% of the cost of running a drug store. Therefore, store owners are grateful for any assistance in making their employes' man hours more profitable in point of sales volume. In many parts of the country, drug store hours are longer than in other retail stores, salaries often lower, which means that the first pick of available material hardly can be expected. Store owners must compensate for this by careful selection and equally careful training. Yet few store owners or managers would know how to go about teaching the girl or woman they have hired for the cosmetic department to improve her appearance, approach, knowledge of the goods and handling of the customer. Furthermore, it is something that a woman can do more tactfully and effectively than a man in the case of women employes, and most drug

RETAIL SALES Find *Smooth Sailing* IN WORCESTER



Worcester families, with 23.1% more to spend than their national counterparts, beat well-worn paths to retailers' doors. Retail Sales in this area in 1947 alone totaled \$422,224,000,* to place Worcester County a healthy 38th among the nation's 138 Metropolitan County Areas. This represents an average expenditure of \$2,992* for Worcester County's 147,800 families.* Spread your sales entirely over this ever-buying market through Worcester Telegram-Gazette, daily circulation in excess of 140,000, Sunday over 100,000.

How widely are brands distributed in Worcester?
Send for your copy of the 1948 Annual
Survey Retail Distribution of Beer—Ale—Wine.

* Source: Copr. 1948, Sales Management Survey of Buying Power; further reproduction not licensed.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE E. BOOTH Publisher—
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

store owners are men. Comments from druggists indicate that this phase of the service—aid in training and coaching personnel—is the most appreciated.

If the store does not have suitable sales personnel, McKesson helps the owner find the right person for the job, after analyzing all factors. A free employment service of an informal nature has come about as a result. Whether experienced or inexperienced, candidates are given practical training in drug store cosmetic selling, which differs considerably from the kind of selling that is successful in a department store.

The Personal Touch

The average small independent druggist does a pretty personalized business and calls most of his customers by name. This personal contact is one of his most valuable assets, giving him a major advantage over larger competitors. But it is an advantage that can be lost or weakened through the wrong approach to the customer by those selling in the store. The "wrong approach" may range from indifference to over-familiarity, from neglect of the customer to high pressuring. The sales clerk may be such a model of perfect grooming that the woman coming to buy feels inferior and, consequently, feels resentful; or so carelessly groomed that the prospect unconsciously feels she doesn't know what she is talking about, or is a poor advertisement for the products being sold. Drug store customers are in the habit of asking more personal advice than are those in department stores, for instance, and tact in taking advantage of that opportunity from a selling point of view is something that in most cases must be learned so that not only a sale but a customer is made.

Store owners themselves may sense all this, frequently do, but having the time and the ability to transfer to another their vague or even exact impression of how cosmetics and toiletries should be sold is another matter. A wholesaler, or anyone, willing to help with the problem is apt to be welcomed. McKesson is finding this to be the case.

Hundreds of stores are already co-operating in the program, which the management cautions is still in the experimental stage.

McKesson started out with the idea that they wanted to help their druggist-customers do more business generally, and do it economically. They did not begin with a preconceived notion of what phases of the stores' business were most susceptible

of development or most in need of modernization, though it is possible they had some suspicions. What they did in their survey, which covered Northern California, was to ask the store owners how they, the wholesaler, could help them most and in what part of their work or in which of their problems they could be most useful. Upshot of the inquiry was that what most druggists felt they needed most was aid in the merchandising of cosmetics and toiletries. From observing other types of outlets they had the impression that, properly handled, this could be a highly profitable business.

While the approach is through the cosmetic department and through the drug store owner's wish effectively to merchandise more toiletries, it is obvious that McKesson's aim to help their clients do a better business generally is indirectly effected. Every successful department helps traffic in the store as a whole. More customers in one department usually means more purchases in all departments. You can't very well remodel one section of a store without showing up other parts if they are in need of rejuvenation and, likewise, improved techniques in one branch of the store's business is transmitted to all of it.

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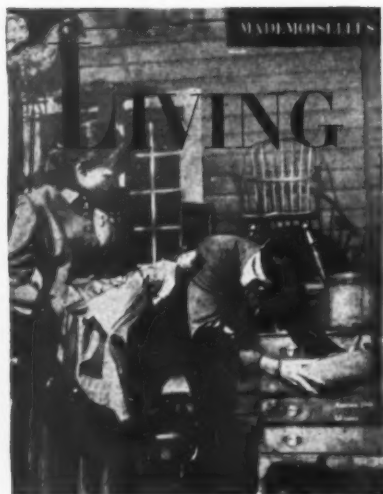
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What Makes Research Pay Off At The Cash Register?

Answer: The follow-through

BY E. H. TOUSSAINT

Manager of Sales Research, Sharp & Dohme, Inc.

Current investment in marketing research is greater than at any time in business history. This investment has a tremendous potential for making profit. But the degree to which this potential is realized will be governed largely by the skill and quality of team work in gearing research to the ultimate objective of profit making.

If research directs its efforts toward finding facts which are pertinent and usable for the production of profit, and if top management and sales management then utilize research findings for making profit, the entire organization benefits from research. But if research allows itself to lose sight of the profit motive as the real reason for its existence, if sales management fails to make practical use of pertinent facts developed, and if top management permits either of these things to happen, then the money spent for research is wasted. Worse, the whole organization loses the benefits which could be secured from practical research properly utilized.

Basic Responsibility

The understanding and cooperation of top management and sales management are vitally necessary, but the basic responsibility for developing this team-play rests with research itself. First of all, research must turn out work of a quality which deserves respect. Having turned out such work it must, by a combination of tact and selling skill and strength, follow through to get the results of the work used in a practical, productive manner. This is a responsibility which the research executive should learn to accept as an integral part of his job.

Let us consider some actual cases where combined action, in the proper spirit, produced results which spoke for themselves on the profit and loss statement.

A national food products manufacturer was failing year after year to secure increased volume commensurate with in-

creased sales effort by his men.

Situation was practically uniform in each of the 42 sales districts; there were less than a half-dozen individual exceptions in the 400-man sales force. All districts and nearly all men showed increases on certain products always offset by stalemate or loss on other products. There was no consistent relationship between product group sales and geographic areas.

From the sales records it looked as though each man was selling what he pleased regardless of general instructions. Research could have reported this to top management as an indictment of sales management and then considered its part of the job finished.

Instead, the research manager and sales manager collaborated on the basis that, "This is our headache. Let's work out the answer together." The research manager (himself a former salesman) spent several weeks in the field observing, comparing and questioning. When he thought he had the answer he and the sales manager checked and verified it together.

Q. E. D.

The cause for failure was the strict observance of a company rule which required that the first move a salesman should make in any store was to open his sample case. The dealer was impressed (perhaps) with the mass effect but the only products on which he registered individually were those with which he was familiar because he stocked them. Reminded of stock shortages on these he re-ordered. When the salesman tried to interest him in an additional product his mind was closed. The answer was, "No." The beautiful and costly—and heavy—case served only the

purpose of a "want book." The remedy: Leaving his sample case closed, the salesman presented one product which the dealer was not stocking, told its merits, frequently got an order. Then and then only he opened the sample case and with practically no effort secured the same replacement order he would have received by the other method with the new product sale as plus business. As soon as the sample case obstacle was removed a consistent program of pushing the sale of certain product groups began to get results.

The first and only report which top management received was a combined one from the sales manager and research manager embodying a brief statement of a fact accomplished supported by figures of results obtained.

Industrial Marketing

Although these basic facts regarding the practical use of research are true and demonstrable in any field they are perhaps more directly apparent and more simply illustrated in the realm of industrial marketing.

Consider this case:

An industrial equipment manufacturer developed a valve embodying new features of design and construction which sharply stepped up efficiency in the utilization of steam for various types of processing.

The research division's estimates of potential justified expectations of high volume. Failure of sales to reach potential was general and there was no correlation between areas, predominant types of industry, nor competitive activity.

Instead of expending time and energy in argument as to whether research or sales was at fault, the two divisions did a little team work. They found the cause and worked out the remedy.

This company's sales force consisted of men originally recruited from various major industries, each one possessing a thorough knowledge of the processes used in the industry which gave him his training. Each one unconsciously tended to put his principal effort on the industry he knew best and to give relatively superficial handling to the others. Thus, in each territory the new design valve was being thoroughly sold

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These figures compel the attention of advertisers who want the only sure way of reaching this rich market via the strong impact of local news daily in

THE HAMMOND TIMES

The Calumet Region's Home Newspaper

National Representative BURKE, KUIPERS & MAHONEY, INC.
New York - Chicago - Dallas - Atlanta - San Francisco - Los Angeles

A Sales Incentive Campaign Did It



1st Week
Increase

9%



2nd Week
Increase

20.2%



3rd Week
Increase

37.3%



4th Week
Increase

42%

**Merchandise
Incentives
Furnish
the Drive**

These are actual sales figures resulting from a Cappel, MacDonald Merchandise Incentive Campaign . . . sponsored by a leading sales organization. Whether you employ ten salesmen or ten thousand salesmen, Cappel, MacDonald can show you, too, how to increase sales at minimum cost.

Write for our "Portfolio for Sales Executives."



CAPPEL, MAC DONALD and COMPANY

Cappel Building

Dayton 1, Ohio

Branch Offices in Principal Cities

*"with no political ends to serve
and with an entire absence of
ill-feeling."*

JAMES E. SCRIPPS

Founder, The Detroit News



A 75-Year Publishing Enterprise

On August 23, 1873, James Edmund Scripps founded The Detroit News, first popular and low-priced daily newspaper in Michigan, and its first evening paper. Today there are 57 daily newspapers in Michigan of which 54 are evening publications. Mr. Scripps attributed The News' instantaneous success to the fact that the paper was edited "with no political ends to serve and, with an entire absence of ill-feeling."

Adherence to this principle of independence, under the continuous direction of the founding family, has earned for The Detroit News its reputation as one of the really great newspapers in the nation. The News today has the largest weekday circulation in Michigan, and for over a quarter of a century has been among the first six newspapers in total advertising lineage in America.

432,089—largest weekday circulation ever
reached by any Michigan newspaper

554,187—highest Sunday circulation in Detroit
News history.

A.B.C. figures for 6 months period ending March 31, 1948



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

SALES MANAGEMENT

to factories in one major industry, even though there was an excellent market for it in at least a half-dozen other industries operating there.

The remedy: A campaign of direct promotion to a reasonably wide range of industries accompanied by a program of education for salesmen in the processes and potentials of all the principal industries in their areas.

Incidentally, findings in this case resulted in important changes in sales operating methods on the company's entire line.

The Pay-Off

Top management was not presented with a problem. It was presented with results in the form of profit.

Here's a third case for your consideration:

A manufacturer of electrical equipment had a somewhat different angle on his problem.

Costly experimental work had developed a control mechanism which performed services and attained a degree of precision hitherto unknown. The device was manufactured in a wide range of sizes and types and it was vitally important that exactly the right size and type be specified for the particular job on each installation.

After 12 months operation the sales volume was not only far below the research division's potential estimates but a high proportion of sales resulted in complaints from purchasers.

An excellent opportunity for a three-way battle between sales, manufacturing, and research to place the blame. Instead of battling, the heads of the three divisions joined forces. The cause: This company's products were sold principally through distributing agents. Having many other items to sell these agents usually did not spend the time necessary to qualify themselves to specify exactly the right size and type of control device for a particular job. Hence the installation failed to perform as promised.

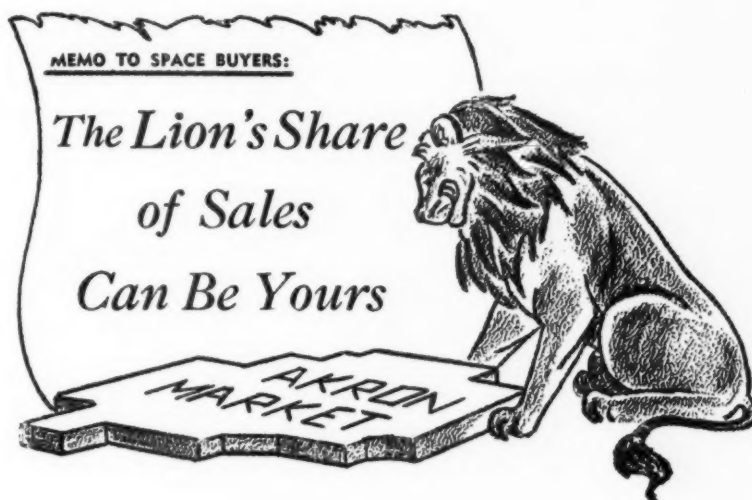
The remedy: A program of personal instruction for agents at the manufacturer's expense (justified by the volume and profit potentialities of the control device). Men thus trained specified correct size and design for each job and, because the device was a big money

saver, the removal of the obstacle of incorrect specification was all that was necessary to produce sales in satisfactory amount.

Here again, through team work, management was presented with concrete results instead of reports and problems.

These results were not achieved, nor will similar results ever be achieved, merely through top management issuing a decree that the divisions or departments shall work

harmoniously together. Unfortunately human nature doesn't operate that way. Back of the ideal cooperative action which produced these results lies a story of constructive thinking, careful planning, and wise handling by top executives, of research people who possessed the necessary abilities and maintained a sound working viewpoint, and of sales operating executives who were able and willing to work with others for the accomplishment of common objectives of all concerned.



Yes, here is a feast to be had for the asking, but, you must ask in the right way.

Each year Beacon Journal Buyers are not only asked to spend but do spend in excess of 425 million dollars in retail sales. This spending is the result of wise and consistent selling programs planned by Beacon Journal advertisers.

Since Akron Buyers read only one newspaper, The Beacon Journal is a must if you wish to sell this rich market.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER
REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

8 *program ideas for sales meetings*

GOOD sales meetings are planned. The best ones make use freely of audience participation. Major program fault is that an attempt is made to cover too much subject matter. Based on the need for salesmen to get help on specific problems, these suggestions are made for meetings which are sharp-angled in their themes. Thorough exploration of a single subject is likely to be far more valuable than the hop-skip-and-jump meeting that leaves the audience starved for tangible ideas.

1. *Brush-up on demonstration.*

Use mock demonstrations. Let the salesmen analyze, criticize, suggest improvement in techniques. Make notes. Build up formula for ideal demonstration.

2. *Develop best answers to objections.*

Ask salesmen to tell half dozen objections most frequently met. Let individual salesmen relate case histories of how they handled those objections in specific situations.

3. *Seminar on how to use advertising in personal sales contacts.*

Perhaps the advertising manager ought to act as chairman on this one. Good idea: Preface "how" part of meeting with brief discussion of economics of advertising. Ask help on this from your media representatives.

4. *Study on how to introduce company and its prospects who "never heard of your company."*

Where do you start when you start from scratch? Let salesmen engage in round table on subject matter they feel should be covered in such cases; suggest how facts should be presented. Have pairs of salesmen practice before group.

5. *Discussion of ways salesmen can help factory improve service to customers.*

Bring people in from order-filling, credit and billing departments to tell about mistakes that arise because salesmen do not do their "paper work" properly. Show resultant waste, cost, delay, and how such practices damage good-will.

6. *Clinic on "why I lost that sale."**

Let salesmen tell about the fish that got away. See if salesman himself, with help of group, can decide where he made his mistakes.

7. *Round table on how to handle competition in sales talks.*

Let salesmen debate whether seller himself should ever place sales talk on openly competitive basis. When the prospect brings up competition, how should salesman handle it? Show salesmen that mud-slinging and open disparagement of competition seldom pays.

8. *Time analysis meeting.*

Have each salesman figure out his cost-per-call for a month's business. Throw meeting open for suggestions as to how salesmen can make better use of time. Emphasize idea that time is profit for the company, income for the salesman.

*You might like to use SM's single-page reprint, "Why I lost that Sale." Readers' Service will send you a free sample.



Gown by Maurice Rentner

Lithography by STECHER-TRAUNG



FOUR WORDS THAT COUNT!

Lithography by STECHER-TRAUNG really means something. Perhaps you're

a food processor seeking the best selling label you can put on your product
—or a manufacturer searching for prestige-building advertising literature—or a producer

of packaged goods striving for outstanding shelf appeal. The answer
is the same: you will achieve end-results *easier, more economically, and more surely*

by using "LITHOGRAPHY BY STECHER-TRAUNG."

Dynamic, *natural* FULL COLOR lithography, as produced by Stecher-Traung,
is yours at big savings. For money-saving ideas and solution of your problems

on FULL COLOR lithography, get in touch now with our nearest
branch office or either of our plant offices.

STECHER-TRAUNG

LITHOGRAPH CORPORATION

Rochester 7, New York • San Francisco 11, California

Specialists in FULL COLOR

ADVERTISING MATERIAL

LABELS BOX WRAPS GREETING CARDS

SEED PACKETS FOLDING BOXES

MERCHANDISE ENVELOPES AND CARDS

BRANCH OFFICES Baltimore, Boston, Chicago, Columbus,
Harlingen, Los Angeles, Macon, New York, Oakland,
Portland, Sacramento, St. Louis, Seattle

How to Find and Appraise Qualified Sales Agents

As told to James H. Collins by

W. BERT KNIGHT • W. Bert Knight Co., Los Angeles

If you propose to extend sales through alliances with manufacturers' agents, you can avoid disappointment only if you take the trouble to make careful checks on a firm's qualifications, field contacts, know-how and facilities.

The title "manufacturer's agent" too often brings up a picture of a salesman with desk room in some wholesale center, who takes on the representation of various products, for distant manufacturers — and doesn't do very well for his principals.

But that picture is dated.

In most lines now, there are capable organizations to do this kind of selling, and do it well, provided the distant manufacturer uses business judgment in finding them, and establishing connections.

In one division of the electronic industry, we do this kind of business—representing in California, Arizona and Nevada about a dozen Eastern manufacturers of electronic parts. We call ourselves "technical service representatives," have been established since World War I, and believe that similar organizations are to be found in most lines of merchandise and technical products.

So we put down some of the ABC's that should be observed by manufacturers who contemplate entering distant markets.

Assume that Ajax Electronic Corp., in New England, wishes to extend its distribution to the Western states. There are three ways in which this can be done:

1. A branch sales office can be opened in some Western distribution center, such as Denver, Seattle, San Francisco, according to the demand for that company's products. This is expensive, and calls for large volume, and the "tenderfoot" sales executive sent to do the job has to begin from the bottom.

2. The Ajax line can be "traveled" through the West by one or more salesmen sent from the home office. They also have to start learning

who's who, and must call back on customers and prospects several times a year.

3. The Ajax people can locate a sales organization, carefully investigate it, and cooperate in the agent's investigation of their business. If the agent does not handle a competing line, and the various qualifications are satisfactory to both sides, the agent can immediately introduce the Ajax

line into markets where he is well known, and trusted.

As the Ajax people have probably never heard of the agent, they will have to find him. For that there is a simple method. First, they ascertain names and addresses of concerns in the regions that they will want to sell. Then, they ask those concerns to name one or more reputable sales agents.

The time-honored way of locating a manufacturer's agent is to ask for a list at your local chamber of commerce, and write to a few of the names.

Such lists are apt to be too general, may contain new and inexperienced people, and usually are not sufficiently specialized for the Ajax line.

But find out who will be your best

How to Get the Best Service From Your "Manufacturer's Agent"

1. Appoint a man who rates as part of your own sales organization, then give him your full confidence and support.
2. Let him handle all inquiries from his territory. He can gauge potential sales value, often knows the people.
3. Take his advice as to media, timing and so forth, back him up with regional advertising.
4. Feature him in regional advertising, mention him in general advertising, use him as the man on the spot.
5. Let him handle all misunderstandings that arise in his territory. Customers want direct dealing, quick action.
6. Keep him well informed on policy, product, price and other changes—he often uses advance information to serve his customers.
7. Give him the benefit of visits from technicians and sales executives, to brief his salesmen and customers. He will have good ideas on when, where, who, why, and how.
8. "Who owns the customer?" is a question that may arise. The agent is nearest, but relies on the quality of the manufacturer's products. Working together they hold the customer on service—with competition right around the corner.

Stability comes of many markets . . .



*Their short haul to Ohio markets
helps YOU over the long haul*

Ohio farmers are only minutes from markets. They spend less to sell their products—save more to buy yours.

They *do* buy, too . . . their nearness to towns inspires a higher standard of farm living. For example: Ohio ranks *second* in number of electrified farms in the U.S.

But short-haul markets are only one reason why Ohio has a **STABILITY** rare in other upper-third farm states. *Variety of products* is another. Ohio farmers aren't tied to the ups and downs of any one product—they have a money crop all year 'round.

Age is another sign of stability. And Ohio was already a great farm market a hundred years ago! Indeed, farm families even then were relying on **THE OHIO FARMER** for the latest farm news.

Today, two out of three Ohio farm families read this paper: **THE OHIO FARMER**.



Golden Crescent Stability
"your best profit hedge
in the farm market"

No farm area of equal size and wealth can match the stability of The Golden Crescent—age, markets, variety of products. Served by **MICHIGAN FARMER**, **THE OHIO FARMER**, and **PENNSYLVANIA FARMER**, The Golden Crescent safeguards your profits through the ups and downs of the farm market. For further information write R1013 Rockwell Ave., Cleveland 14, Ohio.

THE OHIO FARMER
Cleveland

PENNSYLVANIA FARMER
Harrisburg

MICHIGAN FARMER
East Lansing



customers in the new territory, and who sells to them as sales representatives. That is cutting your cloth closely to pattern.

If Ajax decides that one agent is a promising representative in his area, Ajax will want to know some things—and so will the agent.

Is the agent successfully selling products of their type, to the people they want to reach? What other lines does the agent handle—and how long has he done so? What will he charge to handle their business?

Vital Statistics

The agent will want to know what kind of concern Ajax is, and how it does business. Where do their products stand with customers? How do they make deliveries, and take care of technical inquiries and complaints? Are they coming into this market to stay, or just seeking a temporary outlet for a surplus? They need not be big—a small concern with good products, and good business methods will have a future, which the agent can help to build.

Agents, usually, work entirely on commissions, which range from 1% for large volume, up to 10% for



Hamilton Foods, Inc., of Chicago, after months of sales tests, is now offering a new product, Fish 'n' Chips, for general distribution. The package is redolent of the sea and Merrie Olde England and when the consumer opens it there's a generous supply of tasty filet of sole and French fried potatoes, quick frozen. Hamilton's slogan is, "Just heat and eat." No defrosting is required. Newspapers, posters and other point-of-sale advertising will be used. Package was designed by Milprint, Inc.

Cut Unit Sales Costs?

Top Management says: "It's gotta be done!"

It seems as if every other business speech these days is on the subject of "Lower Distribution Costs." And not just jobber-wholesaler costs, either! The spotlight is on *all* sales costs. Management the land over is stirring up its sales departments with hot poker. Speeches may only be words, but Management is out for action.

How do you translate the high-sounding generality of "lower distribution costs" into specific action that fits your own sales situation?

You cut sales costs the way your Production Manager cuts production costs . . . through improved mechanization.

The Production Manager mechanizes the plant to enable his men to produce more goods faster and at lower unit cost.

The Sales Manager "mechanizes" his operation to enable his salesmen to produce more orders faster and at lower unit cost.

Direct mail, publication advertising, catalogs, sales presentations, handbooks, radio—these and all other mechanical means of transmitting sales information are the Sales Manager's order-producing, cost-reducing tools.

They inform prospective buyers and keep them informed.

Besides multiplying sales contacts among the important people your salesmen see regularly, they reach many your salesmen *can't* reach often, and may not even know.

They make it possible for your salesmen to spend more time *closing* sales.

Here's how you put sales "mechanization" to work

You start by employing the principles of sales analysis similar to those you use to step up the efficiency of your sales and distribution organization. Taking one step at a time, one product at a time in one market at a time, you proceed something like this:

1. Review *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)

2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—*for sure*—what they think and *why* they think it?)

3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.

4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

See how that can help cut unit sales costs?

You soon find yourself making better use of the right sales tool for doing each part of the selling job cheapest and fastest. You leave less of the *telling* in selling to the highest cost tool of all—the salesman. And you cut out some more of the waste by *concentrating* your effort where it will do the most good.

But the biggest saving of all comes from the increased power of advertising that's planned and written after we've *first found out, for sure, what will interest your prospects.*

This 20-page booklet, "Ditch-Digging' Advertising That Sells By Helping People Buy," (U. S. Pat. Off.) explains the principles that help build sales volume at lower unit cost. It's free to sales executives who are interested in developing the full selling power of their advertising.



THE SCHUYLER HOPPER Co.

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-1790

lines on which it is necessary to do a lot of missionary work. Determining the commission is about the first step in making a connection. That is settled pretty much by the expenses involved.

In our case, we carry no stocks, extend no credits, but turn in orders, to be filled by the manufacturers we represent, and each month receive a check for our commission on what we have sold.

It happens that none of our manufacturers have warehouse stocks in this area, but fill orders from the factory, or from stocks in the Middle

West. They bill the customer, and collect from him.

But we do much more than selling. Our customers are wholesale distributors in the radio and electronic field, and radio and electronic manufacturers. We sell nothing to retailers—they are supplied by our wholesale customers.

In turning in a new order, we report on the customer's credit. It may be an order from an electronic manufacturer, who wants technical information before incorporating a product in his design. We obtain the information.

If there are delays in deliveries, we go into action, and likewise with complaints, errors, shortages. We are the people on the phone, and want business to run as smoothly as possible for our customers, our manufacturers and ourselves.

So, besides being salesmen, we are technical experts, credit men, trouble shooters, sales trainers . . . whatever the business calls for, not forgetting entertainers.

Instead of the traditional desk room and telephone service, we have our own building. In addition to offices for a half-dozen sales people who are out in the territory most of the time, we have a large conference room, and a kitchen for light refreshments.

Let me explain how these facilities are used, by describing what happened when the new Columbia long-playing phonograph record was recently announced. This record runs at slow speed, $33\frac{1}{3}$ r.p.m., and cannot be played on the ordinary phonograph. It plays a complete symphony without record change, running around 45 minutes, or about 24 minutes per side.

Music lovers immediately wanted arms for playing these records on their present machines, or wanted a moderate-price, slow-speed player. Radio and phonograph dealers had new merchandising opportunities, and electronic manufacturers in this area designed slow speed players.

Saves Valuable Time

It would have taken a month to call on all our customers with information about these change-over components. But we invited all of our customers to a one-day conference where they were briefed by technical men, saw displays and demonstrations, ate a buffet lunch. This meeting was a time-saver for all.

We also hold sales meetings out in the territory. In our line, new things are constantly coming up, such as the television antenna, which is "hot" just now.

There are times when commissions spurt to a point where the manufacturer's sales people may think the agent is earning too much. But an agent is an organization whose earnings should not be compared with salaries. Such spurts frequently are temporary, often followed by a slump. Much of business is seasonal.

We are members of The Representatives of Radio Parts Manufacturers, the group organization representing our specialties, and our business as "manufacturer's agents." In other fields of business similar group



WISCONSIN CONSUMERS

LIVE OUTSIDE MILWAUKEE COUNTY

You Reach Nearly 80% of Them Thru the Better-Read . . .

WISCONSIN HOMETOWN DAILIES

212 Fourth Street • Racine, Wis.

Ask the representative of any Wisconsin Hometown Daily to show you how these papers are better read, how they blanket the rich, stable markets of Wisconsin — or write direct to Wisconsin Hometown Dailies, 212 4th Street, Racine, Wis.

organizations will be found, and can assist in the selection of such distributors.

The "manufacturer's agent" is a type of distributor who has persisted despite handicaps and competition. From our own 26 years' experience in this business, we judge that it must perform useful services in the general distribution picture.

Manual Explains Meredith to Employees

In pictures and text, it tells employees who's who in this publishing concern.

"This is Merediths." This is the title of a manual the Meredith Publishing Co., Des Moines, Ia., employs to explain and sell itself to its 1,100 employees.

For its manual, Meredith borrows a leaf from the editorial techniques which have pushed circulations of its *Better Homes and Gardens* to more than 3,000,000 and *Successful Farming* to over 1,200,000 copies monthly.

In a glossy paper, general magazine type layout, Meredith tells about itself through liberal use of pictures of people—Meredith Publishing's own employees.

What is it like to be a member of the Meredith team? Pictures of people at work and play tell this part of the story.

What do you want to know about insurance, health and welfare projects? There's an entire chapter of this 72-page booklet devoted to text, charts and line drawings explaining the details of these benefits.

Even in small companies employees in one department usually do not know very much about what employees in other departments do and why. Meredith neatly fills in this gap by taking everyone on a camera tour of the plant.

How did it all get started? It may surprise many people to learn that the Meredith publications had their start only 45 years ago. So this manual acquaints everyone with the history of the company.

One bit of history is particularly interesting. Back in 1916, the company invested \$1,465 in equipment and building for every employee. At present, Meredith has invested \$8,084 in plant for each employee.



What's this... WSM Cigarettes?

When one of our 7½ million listeners asks for cigarettes, he is guided by an invisible label on the pack. The odds are he will ask for a WSM advertised brand... because through years of consistent listening he has built up a respect for the commercial messages on this station. To him, the name on the product is closely associated with this invisible label — WSM's stamp of approval which our listeners use as their buying guide.

— WSM —
NASHVILLE



HARRY STONE, Gen. Mgr. • IRVING WAUGH, Com. Mgr. • EDWARD PETRY & CO., National Rep.
50,000 WATTS • CLEAR CHANNEL • 650 KILOCYCLES • NBC AFFILIATE

NATIONAL
NBC
BRIEF CASE

Frame Top Brief Bag

File and Divertible Case

De Luxe Zipper Ring Binder

The most complete Sales Case line in America

NATIONAL BRIEF CASE MFG. CO., INC.
532 S. PEORIA ST., CHICAGO 7, ILL.

WRITE FOR NEW ILLUSTRATED PRICE LIST

Do they love you in the classroom?

What teachers think and say can be mighty important to you.

Teachers are active in the affairs of both school and community. Their opinions affect thinking and buying throughout the community.

Tell your own story, right, to America's most influential market. Ask Georgia C. Rawson, Manager, how State Teachers Magazines reach more teachers.

43 Magazines 752,000 Subscribers

STATE TEACHERS MAGAZINES

307 N. MICHIGAN AVE., CHICAGO 1, ILL.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

How to Make a Local Area Trade Survey and How Can You Get the Facts About Your Market? Published by Chamber of Commerce of The United States. Price 10 and 50 cents respectively.

The first of these booklets (*How to Make*) deals with many special research problems encountered by chambers and other local groups of distributors. Among the subjects it covers: local trade surveys, costs, outlining a trade area, determining potential sales, compiling actual sales by place of purchase, rural farm buying, etc. The second booklet (*How Can You Get*) is designed for use of proprietors of smaller retail, wholesale and service firms.

How to Reduce Distribution Costs. By Richard D. Crisp. Published by Funk & Wagnalls Co. Price \$5.00.

Mr. Crisp is director of Market-Research, Tatham-Laird, Inc., Chicago. He feels that today distribution costs present every executive with a challenge and an opportunity. A challenge because Mr. Crisp believes that if there is to be a "breathing space" for tomorrow's profits, business must reduce its distribution costs; an opportunity because marketing costs, says Mr. Crisp, can be reduced. In this book he offers a tested program for distribution-cost reduction, increased selling efficiency as an immediate target.

Departmental Merchandising and Operating Results. By John J. Kavanagh. Published by Controllers' Congress, National Retail Dry Goods Association. Price \$10.00.

This is the 1948 edition of an annual study which presents both typical and better-than-average figures of performance of department stores and specialty stores on a nation-wide basis. Detailed data on merchandise, sales, inventory and expense are included. The book was prepared by Mr. Kavanagh, general manager of the Controllers' Congress and it is based on factual matter and statistics covering 1947.

Sales Promotion Through Dealers. Published by The Dartnell Corp. Price \$10.00.

The purpose of this survey is to turn a spotlight on the types of promotions which have been especially well received by dealers in recent months. The promotional pieces range from simple direct-mail promotions to elaborate five-year plans. Each type of promotion is studied separately and an individual preface to the promotional type provides a summary of its workings, the advantages in using this specific type of promotion. The promotional pieces have all been reproduced.

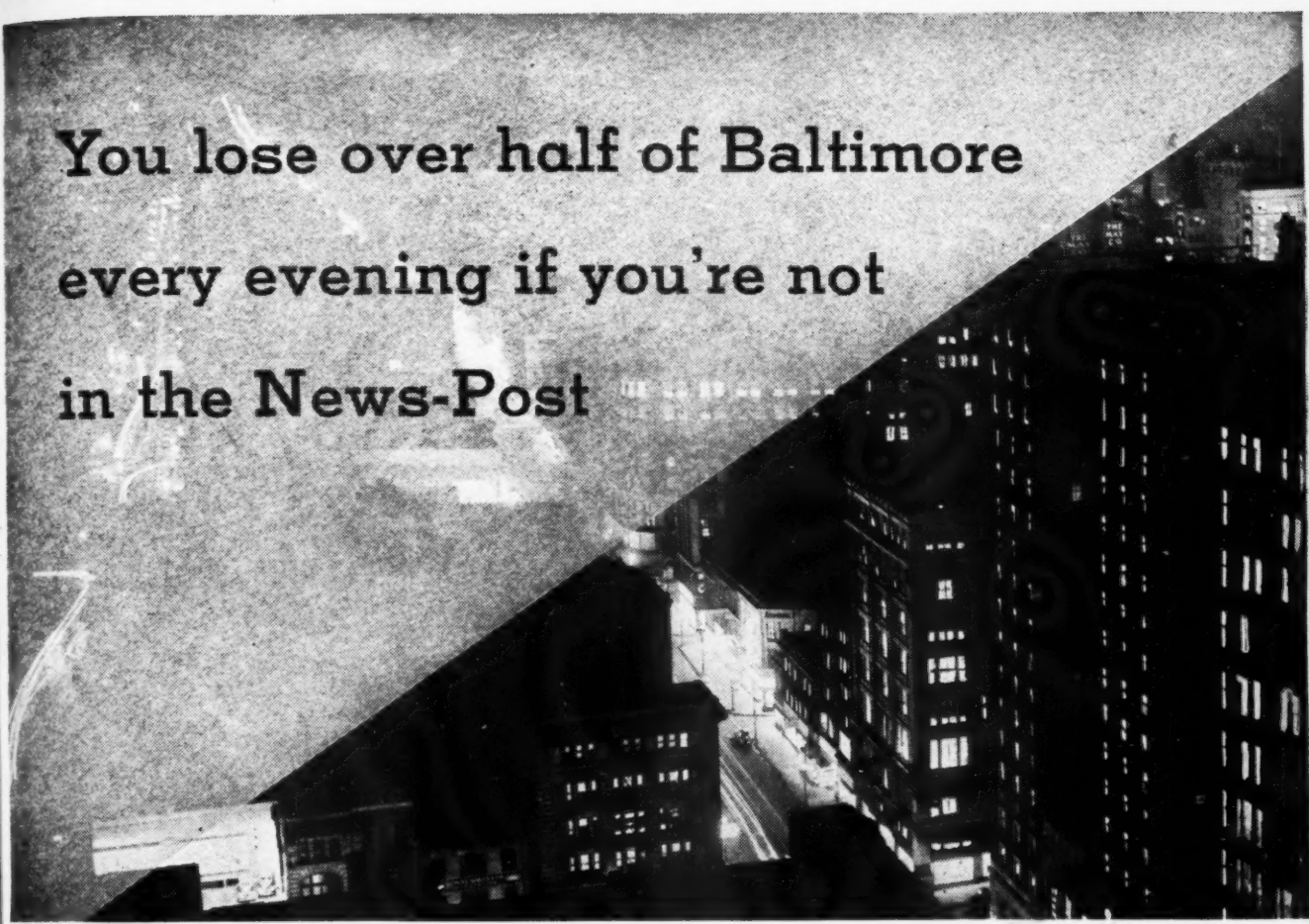
Door-To-Door Selling. By Earl Lifshy. Published by Fairchild Publications, Inc. Price \$1.50.

The factual story on the house-to-house selling industry in the U.S., serialized in *Retailing Daily* recently, has been published in book form. The author undertook six months of research and field trips to get the behind-the-scenes operations of the door-to-door selling industry, which reportedly rings up \$7 million in sales each year. The growth of door-to-door selling is traced, the operations of the various organizations specializing in this type of selling are briefed and a listing of several hundred firms is included.



Sales Aid: Here, E. M. Stephens, manager of belting sales, Goodyear Tire & Rubber Co., Akron, uses a relief map made to exact scale to lay out a proposed cross-country belt conveyor system.

**You lose over half of Baltimore
every evening if you're not
in the News-Post**



- Yes, over half of Baltimore is unsold every evening if you're not in the News-Post . . . the only evening paper that covers 57.5% of Baltimore's 343,654* City Zone families.
- Half measures can't sell full volume in bigger, richer Baltimore — where the population increase since 1940 ranks fourth among the nation's ten largest metropolitan districts.**
- For a sure share in this growing market, use Baltimore's favorite evening paper — the News-Post — with a City Zone circulation of 197,666 (Total Net Paid 226,464).

To bring your Baltimore sales up to par bring
your Baltimore market information up to date.

*A.B.C. City Zone based on Bureau of Census 1947
Report for Baltimore Metropolitan District.

**Bureau of Census 1947 Report.

1st in circulation in the 6th largest city

Baltimore News-Post

A HEARST NEWSPAPER—Represented Nationally by HEARST ADVERTISING SERVICE

SEPTEMBER 15, 1948

What! No Rabbits?



THE CONTINUING STUDY OF FARM PUBLICATIONS

Study Number Four
WALLACES' FARMER
AND
IOWA HOMESTEAD
Issue of September 20, 1947

Conducted by
THE ADVERTISING RESEARCH FOUNDATION
in cooperation with
The Agricultural Publishers Association

THIS COPY
M 64
W 53

ANY THIS PAGE
Men- 71 %
Women- 80 %

PICTURE PAGE
Men- 80
Women- 73

ANY THIS PAGE
Men- 83 %
Women- 81 %

ANY THIS
Men- 85
Women- 75

HOMEMAKING
Men- 61
Women- 92



Like Magic...

THE SECRET OF HIGH READERSHIP SCORES IS SIMPLE ONCE YOU'VE LEARNED IT!

For ten years, Wallaces' has let the reader talk—and has listened! That's the secret of the amazingly loyal and thorough readership Wallaces' Farmer enjoys cover to cover through every issue.

Skilled interviewers have been making readership studies for Wallaces' several times a year since 1938. First hand knowledge of reader wants and habits taken from these studies guides the editorial content of each issue.

Naturally, it was a pleasure to note the sustained high level of reader interest revealed in Continuing Study No. 4 conducted by the Advertising Research Foundation among Wallaces' Farmer subscribers, but the high scores were not quite a surprise. They were rather a gratifying confirmation of the soundness of the editing formula Wallaces' has followed through the past decade.

Iowa farmers look for their copies of Wallaces' twice each month with interest and with enthusiasm because they know they'll find what they want.

Because it's not only *looked for* but *looked to* and *looked through*—page by page, ad by ad, item by item, Wallaces' delivers more real readers per unit of circulation. For top readership and top response in America's top farm market—get Wallaces' on your schedules at once. Write for marketing information. A representative will be glad to call.

ANY THIS PAGE

Men 79 %
Women 79 %

WALLACES' FARMER
Iowa Homestead

*Looked for...
Listened to...
BELIEVED IN*

ATURE
84 %
50



1 Since 1938, tactful farm women have been interviewing farm people for Wallaces' Farmer. Before she starts, Mrs. Emil Rickert, Tama County, goes over instructions for making the poll.



2 Mrs. Rickert finds Mr. and Mrs. William Klines at home. Often the farm wife is interviewed in the kitchen and the farm operator in the field. Each person is interviewed individually.



3 Chore time is a busy time but Walter Herman took time to answer questions. Approximately 5,000 such calls are made each year by interviewers who have had years of experience.



4 Mrs. Virgil Wiarda, former Canadian girl, now a Tama County farm bride, has a chance to express her opinions. Each survey covers a representative sample of Iowa and farm people.

WALLACES' FARMER
and Iowa Homestead

CAMPAIGNS AND MARKETING

Blade Slump Over?

A national advertising campaign directed toward more than 12,500,000 fiction magazine readers has been announced by Cupples Co., St. Louis, for its Kent Single and Double Edge razor blades. This campaign, first of its type for the Kent blades, is using 25 national magazines. It is underway currently and will continue on a regular monthly schedule. Magazines selected were picked from five groups of activity—sports, western, adventure, mystery and romance. The 25 titles are all published by Popular Publications, Inc., in its Popular Fiction Group.

F. B. Comer, vice-president and general sales manager of the Cupples Co., commenting on the campaign, states: "We believe the razor blade business is reviving rapidly, now that the war surplus blades are in the minority. We have been making a study of the razor blade potential during the past 18 months and believe most firmly that the time has arrived for a strong national push for sales . . . we are cognizant of the need for

an effective advertising campaign."

In addition to the magazines being used, Cupples has prepared a continuing series of direct-by-mail folders, letters and general promotion pieces to follow up on the national advertising. This additional advertising approach will be employed during the next 12 months and is directed toward wholesalers for the tobacco, grocery, drugs, paper and hardware fields.

The long-established Cupples twins, who have appeared in the Cupples trade mark through many of the company's 98 years, are being introduced singly and as a pair in the advertisements.

Laundromat's Million

A \$1,000,000 national advertising campaign will back introduction of the new, 1948 Westinghouse Laundromat automatic washer. Initially, \$600,000 is being spent in the campaign with a series of eight advertisements appearing in 169 newspapers throughout the country. Balance of the advertising will be placed in the

last three months of the year. The campaign is the largest newspaper advertising program sponsored by the Electric Appliance Division.

The recently introduced Westinghouse automatic electric clothes dryer, the style-twin of the new Laundromat, is also being featured in some of the advertisements.

The Laundromat advertisements emphasize two points on the new model, the exclusive "Water Saver" control and the five-year guarantee on the "Sealed-in-Steel" transmission,

*Buy it
Baked!*

THIS is the slogan of the baking industry for consumer advertising and for display at point-of-sale.

according to Roger H. Bolin, advertising manager of the Westinghouse Electric Appliance Division, Mansfield, O. The new design, washability and portability of the Laundromat play an important part in the advertising copy.

The "Water Saver" control is a device by which the amount of water used in the new Laundromat can be adjusted for three, six or nine pounds of clothes for a complete washing cycle. The "Sealed-in-Steel" transmission and its five-year guarantee were introduced in automatic washers by Westinghouse.

The eight advertisements now scheduled total 10,000 lines and the Cleveland office of Fuller & Smith & Ross, Inc., is handling the account.

Self-Smoothing Paint

A new and original paint service to consumers will be launched this fall when the Boston Varnish Co., makers of Kyanize Self-Smoothing Paints, puts into effect its program of Kyanize Color Recipes.

Everyone in the paint industry recognizes that a most important source of color inspiration for the housewife, the source of most room color schemes, is the great array of color pages in leading magazines featuring room decoration—particularly room color schemes. Readership studies have proved that articles on



PUBLIC SERVICE ADVERTISING: Outdoor signs giving a friendly word of caution on safety are drawing favorable comments in Esso's 18-state marketing area.



why

business paper readers

are



different

Maybe you can't tell which twin has the Toni, or how your Hooperating is doing in Upper Woonsocket, but if you have anything to sell to business or industry, there is one thing you can be sure of—now, next month, and the year after next. And that is this:

Whatever your prospect may read (or listen to) for *recreation*, the moment he picks up his favorite business paper, he's *all business*.

He isn't reading for "escape", and he doesn't want to be entertained. What he does want is helpful information about his everyday job problems—and he'll read anything that

promises to deliver it, whether he finds it in the editorial columns or the advertising pages.

Maybe that's why some of the most successful advertising to be found anywhere today is appearing in the business press. Examples? ABP has just published a whole volume full—including an honest appraisal of the objectives and techniques that made these campaigns click with readers.

If you're a copywriter, an agency exec or an ad-manager, "Copy that Clicks" is your book. The coupon below, or a note on your company letterhead, will bring your copy by return mail.

PARTIAL LIST OF CONTENTS

When to go after inquiries, and when not to.

Long copy versus short.

How to advertise when you "have nothing to sell."

High readership versus the highly selective appeal.

Helping your readers solve a problem.

What your dealers want to know.

Four basic steps in creating "Copy that Clicks"—with readers.



THE ASSOCIATED BUSINESS PAPERS

An association of 137 independently owned and operated business papers. Membership is confined to business papers entered under second class postage and audited by the Audit Bureau of Circulations. Members of ABP subscribe to a code of high editorial, advertising and circulation standards, and pledge themselves to deliver publications worthy of the subscriber's money and the advertiser's investment.

MAIL COUPON
for your
FREE COPY

THE ASSOCIATED BUSINESS PAPERS
205 East 42nd Street, New York 17, N.Y.

Please send me a free copy of "Copy that Clicks."

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____

BUY-LINES

THIS FALL WILL FEATURE
FAMOUS "TOP" TRADE MARKS!

Check this list of distinguished
advertisers and products to be
featured in two editorialized news-
paper Columns!

SUNDAY COLUMN 15,709,211 CIRCULATION

Cavalier Corp. Cedar Chests	Othine Pacquins
Chevrolet	Parker Pen Quink
Ben-Gay	Quest
E-Z Mills	Resinol
Max Factor	Sani-Flush
Fisher Flouring Mills	Dr. Scholl
Richard Hudnut	"Scotch" Tape
Iodent	Sergeant's Disinfectant
Johnson & Johnson	Spin
Mortite	Toni Home Permanent
Murine	Trend
Nesco	Virginia House Furniture
Nestle-Lemur	Woodbury

"HOUSEWIFE'S SPECIAL" or Midweek Column 14,834,020 CIRCULATION

Allsweet	Lynden Products
Bab-O	Nabisco
B & M Beans	National
Better Homes & Gardens	Cranberry Assn.
BinB Mushrooms	Pillsbury
Bordens	General Mills: Pressurequick Saucepan
Burnetts	Pyequick
Chiffon Flakes	Quaker Corn Meal
Chore Girl	Q T Frosting
Cocomalt	Royal Lace Paper Works
Dromedary	Royal Pudding
Florida Citrus Commission	Silvo Silver Polish
Frigidaire	Spam
Heinz Soups	Sun-Maid Raisins
Hormel Chili Con Carne	Swan Soap
Johnson's Drax	Swift's Diced Meats
Knox Gelatine	Swift's Peanut Butter
LaChoy Food Products	Van Houten's Cocoa
Libby's Peas	Wilbur-Suchard
Louisiana Sweet Potatoes	

For further information write to:

BUY-LINES

271 Madison Avenue, New York 16, N. Y.
360 North Michigan Avenue, Chicago 1, Ill.
235 Montgomery St., San Francisco 4, Calif.
113 S.W. Oak Street, Portland 4, Oregon
2978 Wilshire Boulevard, Los Angeles 5, Calif.

room color schemes are read by 50%
more readers than average magazine
articles.

The makers of Kyanize products
appreciate the fact that many women
want to copy these magazine-featured
color schemes in their own homes,
yet are unable to do so because they
have no practical way of matching
the colors.

Therefore, starting in October,
Kyanize dealers all over the coun-
try will be provided each month with
a supply of envelopes containing in-
dividual Color Recipes for selected
feature rooms in that month's na-
tional magazines. These Color Reci-
pes give specific directions on how to
attain colors that match the magazine
room colors through use of specific
Kyanize paints. They help the home
owner but also make the matching of
colors simpler for the painting deco-
rator.

Kyanize Color Recipes will be fea-
tured in one of the strongest adver-
tising campaigns that the company
has ever launched. It includes adver-
tisements in full color and in black
and white which will appear in
American Home, *Better Homes and
Gardens*, *Country Gentleman*, *House
Beautiful*, *Household*, *Ladies' Home
Journal*, *Mademoiselle's Living* and
Small Home Guides.

In order to help the dealer properly
cash in on the Color Recipe promo-
tion, a wide variety of dealer selling
helps has been made available. A
three-piece window streamer set, win-
dow cards in four colors, counter
cards, dealer mats, mailing cards and
other promotional aids are on tap.

SKF's Pillow Block Drive

SKF Industries, Inc., has launched
an intensive advertising and promo-
tional campaign to introduce the ball
and roller bearing firm's new and re-
designed line of ball and roller bear-
ing pillow blocks used by virtually all
of the Nation's industries to support
shafts of machinery.

Scheduled to run through Decem-
ber and possibly into 1949, the cam-
paign not only calls for space in 21
business and two national publica-
tions, but includes a training program
for district and branch managers and
a 16-mm. slide film for use in dis-
tributor meetings.

In addition, publication of an
abridged version of SKF's general
catalog, which devotes considerable
material to the mounting, lubrication
and maintenance of pillow blocks, has
been made to coincide with the cam-
paign. Window displays and counter
cards also have been made available

to the more than 800 distributor out-
lets throughout the country.

A series of four full-page adver-
tisements are being staggered in busi-
ness publications and in *Business
Week* and *Newsweek*. Industrial
magazines are *Purchasing*, *Cotton
Gin & Oil*, *Mill Press*, *Engineering
& Mining Journal*, *Mill and Fac-
tory*, *Iron Age*, *Rock Products*, *Com-
pressed Air*, *Coal Age*, *General Elec-
tric Review*, *Western Machinery &
Steel World*, *Marine Engineering*,
Chemical Engineering, *Product En-
gineering and Management*, *Ameri-*



AMERICAN BUILT DOMESTIC WILL EXCELLENCE MOTOR CAR

—ONE GUESS WHAT NAME IT BEARS?

Continuity in advertising. The slogan, "Ask the man who owns one," and the grille made famous by repetitive promotion, are sole identification for Packard.



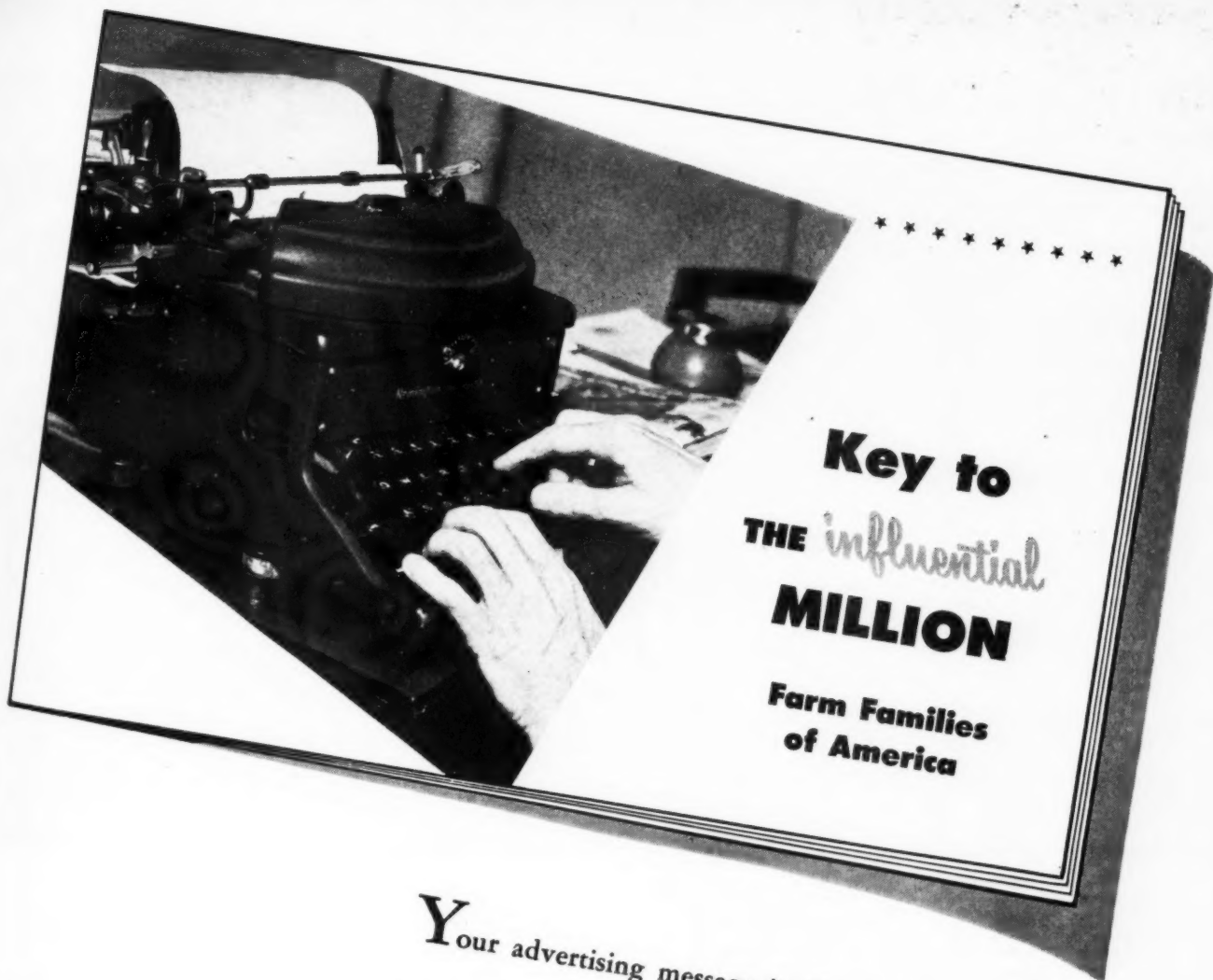
CONTINUITY IN ADVERTISING: A slogan,
"Ask the man who owns one," and the grille
made famous by repetitive promotion,
are sole identification for Packard.

can Machinist, *Machinery*, *Petro-
leum Engineering*, *Paper Mill News*,
Steel, *Iron & Steel Engineer*, and
Engineering News-Record.

Copy for business magazines has
been prepared by the company's ad-
vertising department, while Geare-
Marston, Inc., has written the copy
for both *Business Week* and *News-
week*.

The 16-mm. slide film, "SKF's
Pillow Block Family," is a 53-frame,
15-minute educational and factual re-
cording dealing with the company's
background, a step-by-step presenta-
tion of manufacturing processes in
the Hornell, N. Y., pillow block
plant, a complete description of the
five types of pillow blocks manufac-
tured by the company, and the mar-
kets for housings.

District and branch managers, who
will show the film in meetings with
distributors, previewed the presenta-
tion at a sales conference held re-
cently in Hornell.



Your advertising message in Nation's Agriculture literally puts a finger on the key to farm opinion in America. The 1,358,810 farm families who read Nation's Agriculture represent without question the real farm leaders of the U. S. Nation's Agriculture is edited specifically for these Farm Bureau families who influence the buying preferences of their neighbors, their communities and the nation. Copies of the above booklets are available upon request. Just write to George Chatfield of

The Nation's **AGRICULTURE**
109 N. WABASH AVENUE • CHICAGO 2, ILLINOIS

Here are the miracles that

1878



The Lights Go On

The story of Edison and his lamp is known to millions. But few realize that the first light bulbs advertised in the Post were 6 candlepower or less and cost 35¢ each. Today 100-candlepower bulbs cost less than half as much! What lowered the price? Advertising helped, by kindling the great demand for this modern incandescent miracle.

1892



Enter the Automobile

Only eight years after the gasoline-driven horseless carriage was invented, the first automobile advertisement appeared in The Saturday Evening Post. Since the days of the linen duster, Post pages have been a living record of the evolution of a nation on wheels. Today, America's motorists consider the Post their "Year-Round Automobile Show."

1903



The First Wings

The day the Wright Brothers soared into the air over Kitty Hawk in their crude "aeroplane" a new industry was born. Today the airplane has become a strong arm of our security and a vital part of our economy. It is interesting to note that our airlines depend on the Post more than on any other magazine to spread news of their progress to air-minded America.

1913



Radio Comes of Age March

Remember the crystal set? The radio industry has taken tremendous strides since those earphone days. And as the industry progressed, all Americans kept informed through the advertisement pages of *The Saturday Evening Post*. Just as, today, *Post* advertisements are spreading the exciting story of television to every community in the nation.

...and here are the companies that

TRACE America's growth in terms of all these great miracles of science and you'll find that each has added infinitely to our everyday way of life.

Yet it took still other "miracles" to bring these wonderful blessings within the reach of so many. Mass production—and the vital force called advertising—helped industry create the demands that resulted in today's mammoth production lines.

The powerful force of advertising is best exemplified by The Saturday Evening Post. For it was through Post pages that most of America's millions were first made aware of the part these "miracles" could play in their everyday existence.

Today, as always, the nation's outstanding companies continue to keep you abreast of progress through the advertising pages of The Saturday Evening Post.

This list is limited to advertisers appearing in The Saturday Evening Post ten or more years and spending a minimum of \$10,000 during 1947 or \$5,000 during the first six months of 1948.

	No. of Years		No. of Years		No. of Years		No. of Years
Eastman Kodak Company	50	Elgin National Watch Company	45	Stewart-Warner Corporation	41	Delco-Remy Division, General Motors Corporation	33
Menken Company	49	Prudential Insurance Company of America, The	45	United States Rubber Company	41	Estimotek Pen Company	33
Pro-ty-lac-tic Brush Company (Lambert Company, The)	49	Socony-Vacuum Oil Company, Inc.	45			Great Northern Railway Company	33
Bemington Rand, Inc.	49	United States Playing Card Company, The	45			Hoover Company	33
Colgate-Palmolive-Peet Company	49	Williams Co., The J. B., Inc.	45	Campbell Soup Company	40	Kaiser-Frazer Corporation	33
Stanley Works, The (North Brothers Manufacturing Co.)	48	Cuett, Peabody & Co., Inc.	45	Firestone Tire & Rubber Co., The	40	Kelly-Springfield Tire Company, The	33
Eastman-Kodak Company	48	Swift & Company	45	Heinz Co., H. J.	40	New York Central System	33
General Motors Corporation	48	Union Carbide and Carbon Corporation	45	Hudson Motor Car Co.	40	Rec Motors, Inc.	33
Goodyear Tire & Rubber Company	48	Bristol-Myers Company	43	Krenment & Co.	40	Smith & Corona, Inc.	33
Liaison Corporation of America	48	Stein & Company, A.	43	Olin Industries, Inc.	40	Typewriters Inc., L. C.	33
Cadillac Motor Car Division, General Motors Corporation	48	American Home Products Corporation	43	Santa Fe Railway	40	American Lead Pencil Company	33
General Foods Corporation	48	Dixon Crucible Co., Joseph	43	Whitman & Son, Inc., Stephen F.	40	Armour and Company	33
Goodrich Company, The B. F.	48	General Electric Company	42	American Chain & Cable Co., Inc.	39	Armstrong Cork Company	33
Nash-Kelvinator Corporation	46	Harst, Schaffner & Marx	42	du Pont de Nemours & Company, Incorporated, E. I.	39	Demuth & Company, Inc., Wm.	32
Melroe Division, General Motors Corporation	46	Mallory Hat Division, The John B. Stetson Company, Inc.	42	Lorillard, P.	39	Electric Storage Battery Company, The	32
Packard Motor Car Co.	46	Chrysler Sales Corporation	42	Pratt & Lambert, Inc.	39	General Tire & Rubber Company, The	32
Quaker Oats Company, The	46	Hartford Fire Insurance Company	42	United States Time Corporation, The	39	Hamilton Watch Company	32
		Hartford Accident and Indemnity Company, and Hartford Life Stock Insurance Company	41	Westco, Division of General Time Instruments Company	39	Interstate Stock Company	32
		Minneapolis-Honeywell Regulator Company	41	American Telephone & Telegraph Company	39	Larus & Brother Co., Inc.	32
				Gillette Safety Razor Company	38	Outboard Marine & Mfg. Co.	32
				Gruen Watch Company	38	General Electric Company	32
						Royal Typewriter Co., Inc.	32
						Thomas A. Edison Incorporated	32
						United States Steel Corporation	32
						Bureau of Electric Operation	32

1942



Machines for Living

wasn't till the early 20's that the era of labor-saving appliances really got under way. And advertising helped convince housewives that electric washers, automatic ranges and refrigerators could lighten work and add leisure hours. As demand grew, production soared — bringing these mechanical servants within the reach of millions.



We Grow Healthier

The "discovery" of vitamins opened a whole new era of better health. New processing and packaging improved the freshness and flavor of the foods we eat. And today the finest food products are available regardless of season or distance. Through advertising, people were introduced to all the nourishing new foods that build stronger, healthier bodies.



The Miracle of Chemistry

Do you realize how many different things—clothes, housewares, building materials and drugs—were created by the magic of modern chemistry? Only a few years ago, such wonders as synthetic fabrics and plastic materials were virtually unknown. Advertising spread the news of these miracles—and a strong young industry sprang to life.



Harnessing the Atom

Six short years ago, scientists produced the first self-maintaining nuclear chain reaction. Today, science and industry are striving to put this powerful force to work for the benefit of all. No one knows what lies ahead. But as new and better products come from atomic research, you'll meet them first through the advertising pages of the Post.

helped make these miracles come true

Years	No. of Years	No. of Years	No. of Years	No. of Years	No. of Years	No. of Years	No. of Years	
26	Kendall Refining Company	21	Willson Products, Inc.	18	Botany Mills, Inc.	14	Weyenberg Shoe Mfg. Co.	12
26	Kroehler Mfg. Company	21	Wolf's Head Oil Refining Co., Inc.	18	Chrysler Corporation	14	Acushnet Process Sales Company	11
26	Lee Rubber & Tire Corporation	21	Zenith Radio Corporation	18	Ditto, Inc.	14	American Gas Machine Co.	11
26	Lubert's, Inc.	21	Amity Leather Products Company	17	International Cellulose Products	14	Anderson Company, The	11
26	McClay-Harris Mfg. Co.	21	Carnation	17	Company	14	Beil & Howell Company	11
	Northern Pacific Railway Co.	21	Celotex Corporation, Inc., The	17	Owens-Illinois Glass Company	14	Bendix Home Appliances, Inc.	11
	Norwich Pharmaceutical Company, The	21	Continental Oil Company	17	Rolls Razor, Inc.	14	Bowen "Seal Fast" Corporation	11
	Penn Mutual Life Insurance	21	Diamond T Motor Car Company	17	"Sanforized"	14	Chase Brass & Copper Co., Inc.	11
	Company, The	21	Glover Company, H. B.	17	Semler, Inc. R. B.	14	Incorporated	11
25	Phillips-Jones Corp.	21	Hamilton Beach Company, Division of	17	Shell Oil Company, Incorporated	14	Commonwealth of Pennsylvania	11
25	Plymouth Division, Chrysler Corp.	21	Scovill Manufacturing Company	17	Superba Cravats	14	Cory Corporation	11
25	Shaw-Walker Co.	21	Morris & Co. Ltd., Inc., Philip	17	Trust Manufacturers, Inc., Division	14	Eaton Manufacturing Company	11
25	Shun-Maid Raisin Growers of	21	New Departure Division,	17	of Public Shirt Corporation	14	Eaton Paul Corporation	11
	California	21	General Motors Corporation	17	United-Carr Fastener Corp.	14	Emerson Radio and Phonograph	11
	Warner Brothers Pictures, Inc.	21	Planters Nut and Chocolate Company	17	Woodstock Typewriter Co.	14	Corporation	11
		21	Schalk Chemical Company	17	American Gas Association	13	E-Z Mills, Inc.	11
		21	Schick, Incorporated	17	Association of American Railroads	13	George Lam, Division,	11
		21	Thor Corporation	17	Burgess Battery Company	13	General Motors Corporation	11
		21	Wick Chemical Company	17	Carrier Corporation	13	National Assoc. of Ice Industries	11
25	Aluminum Company of America	20	Wayne Pump Company, The	17	Chicago, Rock Island & Pacific Railway	13	National Pressure Cooker Company	11
	Bulova Watch Co., The	20	Zonite Products Corporation	17	Faber Pencil Co., Eberhard	13	New Mexico Tourist Bureau	11
	Cheney Brothers	20	Best Foods Inc., The	16	Hudson Products, Inc.	13	Pyrene Manufacturing Company	11
	De Soto Motor Corporation	20	Chris-Craft Corporation	16	Division of Block Drug Company	13	Rock of Ages Corporation	11
	Dictograph Products Co., Inc.	20	Detroit Vapor Stove Company, Division	16	Liberty Mutual Insurance Company	13	Sikes Company, Inc., The	11
	Florence Stove Company	20	of Borg-Warner Corporation	16	Life Savers Corp.	13	Tappan Store Company, The	11
	Greyhound Lines	20	Easy Washing Machine Corp.	16	Linkman & Co., M.	13	United Artists Corporation	11
	Hickok Mfg. Co., Inc.	20	Emerson Electric Mfg. Co.	16	Longines-Wittnauer Watch Co.	13	Walker Manufacturing Company	11
	Hygienic Products Co., The	20	Farber, Inc. S. W.	16	Minnesota Valley Canning Co.	13	of Wisconsin	11
	Lindlin Division	20	Heublein & Brother, Inc., G. F.	16	Murdoch, Reid, Division of	13		11
25	Ford Motor Company	20	John Hancock Mutual Life	16	Consolidated Grocers Corporation	13		11
	Noblitt-Sparks Industries, Inc.	20	Insurance Company	16	Silex Company, The	13		11
	Purolator Products, Inc.	20	National Board of Fire Underwriters	16	Bates Mfg. Co., The	13	American Locomotive Company	10
	Ray-D-Vac Company	20	New England Mutual Life Insurance	16	Bryant Heater Company	12	Casite Corporation, The	10
	Schrader's Son, A., Division of	20	Company of Boston	16	Central Manufacturers' Mutual	12	Croton Watch Company, Inc.	10
	Scovill Manufacturing Company	20	Noma Electric Corporation	16	Insurance Company, The	12	De Beers Consolidated Mines, Ltd.	10
24	Spalding & Bros., Inc., A. G.	20	Pullman Company	16	Cooler Company, The	12	and Associated Companies	10
24	Union Motors Services, Inc.	20	The Sparks-Withington Co., The	16	Cracker-Jack Co.	12	Electro-Motive Division,	10
24	Wilson Bros.	20	United Air Lines, Inc.	16	Eagle Knitting Mills, Inc.	12	General Motors Corporation	10
24	Young, Inc., W. F.	20		16	Fels & Company	12	Emery Industries, Inc.	10
24	American Cicle Co.	19		16	Ingrograph Co., Inc.	12	Frank Corporation	10
24	Baltimore & Ohio Railroad	19		16	Jacobson & Sons, Inc., F.	12	Great Atlantic & Pacific Tea Co.	10
23	Canada Dry Ginger Ale, Incorporated	19	American Airlines, Inc.	15	Lincoln National Life Insurance	12	Industrial Groves Co.	10
23	Canaan National Railways	19	Bankers Life Company	15	Company, The	12	Macmillan Petroleum Corp.	10
23	Corn Products Sales Company	19	California Prune and Apricot	15	Minnesota Mining & Mfg. Co.	12	Magnum Company, The	10
23	Elliott Addressing Machine Co., The	19	Growers Association	15	Plumb, Inc., Fayette R.	12	Piper Aircraft Corporation	10
23	Fried & Co., Inc., S. M.	19	Canadian Pacific Railway	15	Practor Electric Company	12	State Farm Insurance Companies	10
23	General Shoe Corporation	19	Coopers, Inc.	15	Railway Express Agency Inc.	12	Story & Clark Piano Company	10
23	Hollinghead Hood Corporation, R. M.	19	Dennison Mfg. Company	15	Schult Corporation	12	Transcontinental & Western Air, Inc.	10
23	Lovell Mfg. Co.	19	Devco & Reynolds Company, Inc.	15	Sealy, Inc.	12	Winarick Inc., Arthur	10
23	Mutual Life Insurance Company	19	Eversharp, Inc.	15	S. I. Industrial Chemicals, Inc.	12		10
23	of New York, The	19	(Sharps Instrument Division)	15				10
23	Parke, Davis & Co.	19	Geier Company, The P. A.	15				10
23	Sinclair Refining Company	19	Gulf Oil Corporation	15				10
23	Sylvania Electric Products, Inc.	19	Loew's Inc. and Subsidiaries	15				10
23	Selchron, Inc.	19	and Affiliates	15				10
22	Waltham Watch Company, The	19	Manning, Maxwell & Moore, Inc.	15				10
22	American Express Company	18	Masontie Corporation	15				10
22	Budd Company, The	18	Morrell & Co., John	15				10
22	Buxton, Inc.	18	Murine Company, Inc.	15				10
22	Corning Glass Works	18	National Life Insurance Co.	15				10
22	Douglas Shoe Company, W. L.	18	of Vermont	15				10
22	Freeman Shoe Corp.	18	Northwestern Mutual Life	15				10
22	Gabriel Company, The	18	Insurance Company, The	15				10
22	Harris Hardware & Mfg.	18	Rensie Watch Company, Inc., Guilford	15				10
22	Company, Inc., D. P.	18	Sales Div.—Rensie Watch Co., Inc.	15				10
22	Hornell & Co., Geo. A.	18	New Haven Clock and Watch	15				10
22	Middleshade Co., Inc., The	18	Company, The	15				10
22	Nicholson File Company	18	Scripto Manufacturing Company	15				10
21	Norge, Division of Borg-Warner	18	Sealed Power Corporation	15				10
21	Corporation	18	Shaw-Box Crane & Hoist Division of	15				10
21	Pyroll Company	18	Manning, Maxwell & Moore, Inc.	15				10
21	Sterling Drug, Inc.	18	Wilson & Company, Inc.	15				10
21	Wagner Electric Corporation	18	Wiss & Sons Co., J.	15				10
21	Wildroot Co., Inc.	18	Alligator Company, The	14				10

Every week, America sees the future
on the advertising pages of

THE SATURDAY EVENING
POST

*Every week, America sees the future
on the advertising pages of*

THE SATURDAY EVENING

POST

In Chicago...



The Sun-Times MOVES THE GOODS

... at one of the lowest milline rates in America, it is your greatest advertising dollar's worth in Chicago. Our representatives will prove this statement with actual case histories showing you how The SUN-TIMES moves the goods for well-known advertisers ... at tremendous dollar savings.

CHICAGO
SUN TIMES
THE PICTURE NEWSPAPER



**The Sun-Times MOVES THE GOODS 24 Hours a Day with
an average net paid circulation of 672,848* Daily**

*Based on ABC Publishers Statement for period ending March 31, 1948.

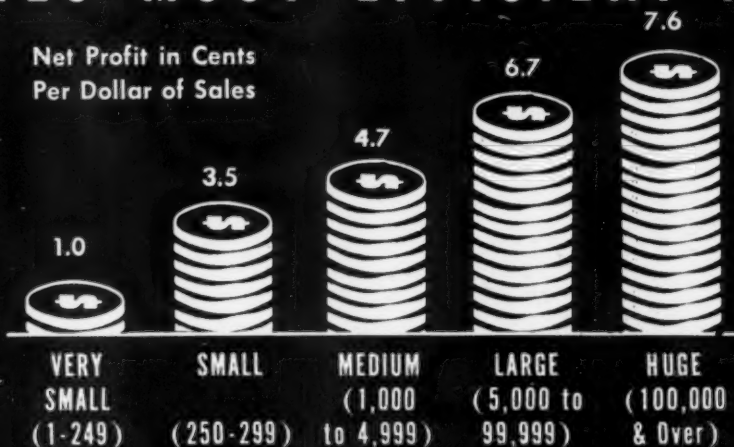
MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

ARE BIG COMPANIES MOST EFFICIENT ?

Reports received by the Securities and Exchange Commission from 5,500 manufacturing corporations show that industry in general made a profit, after Federal taxes, of 6.2 cents from every sales dollar in the last quarter of 1947. The bigger company, the bigger slice of profit.

Net Profit in Cents
Per Dollar of Sales



ASSETS CLASS

In Thousands of Dollars

PROFIT EFFICIENCY OF SPECIFIC INDUSTRIES

Transportation equipment (except motor vehicles)	-1.6 %
Printing and publishing (except newspapers)	3.1
Leather and leather products	3.3
Food	3.7
Apparel and finished textiles	4.1
Miscellaneous manufacturing (including ordinance)	4.3
Tobacco manufactures	4.3
Furniture and fixtures	4.7
Rubber products	5.2
Motor vehicles and parts	5.6
Primary iron and steel industries	6.1
Electrical machinery	6.3
Machinery (except electrical and transportation)	6.5
Fabricated metal products	6.8
Stone, clay, and glass products	7.4
Instruments; photo optical goods; watches and clocks	7.8
Chemical and allied products	7.8
Textile mill products	7.9
Paper and allied products	9.3
Primary nonferrous metal industries	9.7
Products of petroleum and coal	11.3
Lumber and wood products	11.7



Source: SEC Quarterly Report 7-15-48

PICTOGRAPH BY
Sales MANAGEMENT





"Your
ulcers...
they're
gone!"

Lowest rate in
multi-million magazine history
—guaranteed through 1949!

your best ^{ad} bet is
Coronet

Now 2,520,192 (ABC) quality circulation



The FTC takes a dim view of ulcer cures—but we've got one!

For admen's ulcers, that is. The sharp, shooting pangs induced by trying to set up 1949 schedules on a 1948 budget—or less.

And aggravated by new rate boosts that come faster than you can say "Ouch!"

But what if we show you how to cut your advertising budget—without dropping a single reader? (You might even *add* some.)

It's no medicine show remedy. It's backed by solid facts. It's *Coronet!*

Rate? Unbelievable!

The same Coronet that built an audience of 2,500,000 in ten years by its editorial policy and pocket size alone. And *then* opened its pages to advertising at the lowest rate in multi-million magazine history! Only \$1.75 per thousand (black and white) for 2,000,000 *guaranteed* circulation—with 500,000 *bonus* circulation absolutely free!

But here's the big jumbo lollipop: *Coronet* now *guarantees* this lowest rate *unchanged* through 1949!

Did you murmur, "What's it buy?"

A rich, rich market!

That 2,500,000 circulation we mentioned. Young, earning, *spending* families. Home owners, college graduates, executives, white-collar people. (Detailed analysis on request.)

The Big Boys love us!

Coronet has already been chosen by advertisers like—

Admiral Radios	The Book of Knowledge
Alka-Seltzer	Book-of-the-Month Club
Argus Camera	Hammond Solovox
Bulova Watch	Kingsmen Toiletries
Classics Club	Linguaphone Institute
Doubleday & Co.	The Milwaukee Road
Exercycle Corp.	Paris Belts and Garters
Flo-Ball Pen	Prestone Anti-Freeze
Formfit	Revere Camera
Gruen Watch	Sheaffer Pen
Ipana	Spring-Air Mattresses and
Kelvinator	Box Springs
Kleenex	Springs Mills
Literary Guild	Union Pacific Railroad
Motorola	Universal Gas Ranges
Nash	Zenith Radio
Nescafé	Zenith Hearing Aid

Consider Coronet for your Fall and Winter schedule: Write, wire or phone for all the facts today. Coronet Magazine, 366 Madison Ave., New York 17, N.Y., Murray Hill 2-5400.

Proof of Coronet's Ad Readership†

Note these recent comparative readership costs for the same advertisement:

Position	Publication	Cost per 1000 Who Saw
3rd cover	Coronet	\$2.00
2nd cover	Weekly "A"	\$3.52
2nd cover	Weekly "B"	\$3.45

†Starch ratings

HOW MUCH DO WE DRINK?

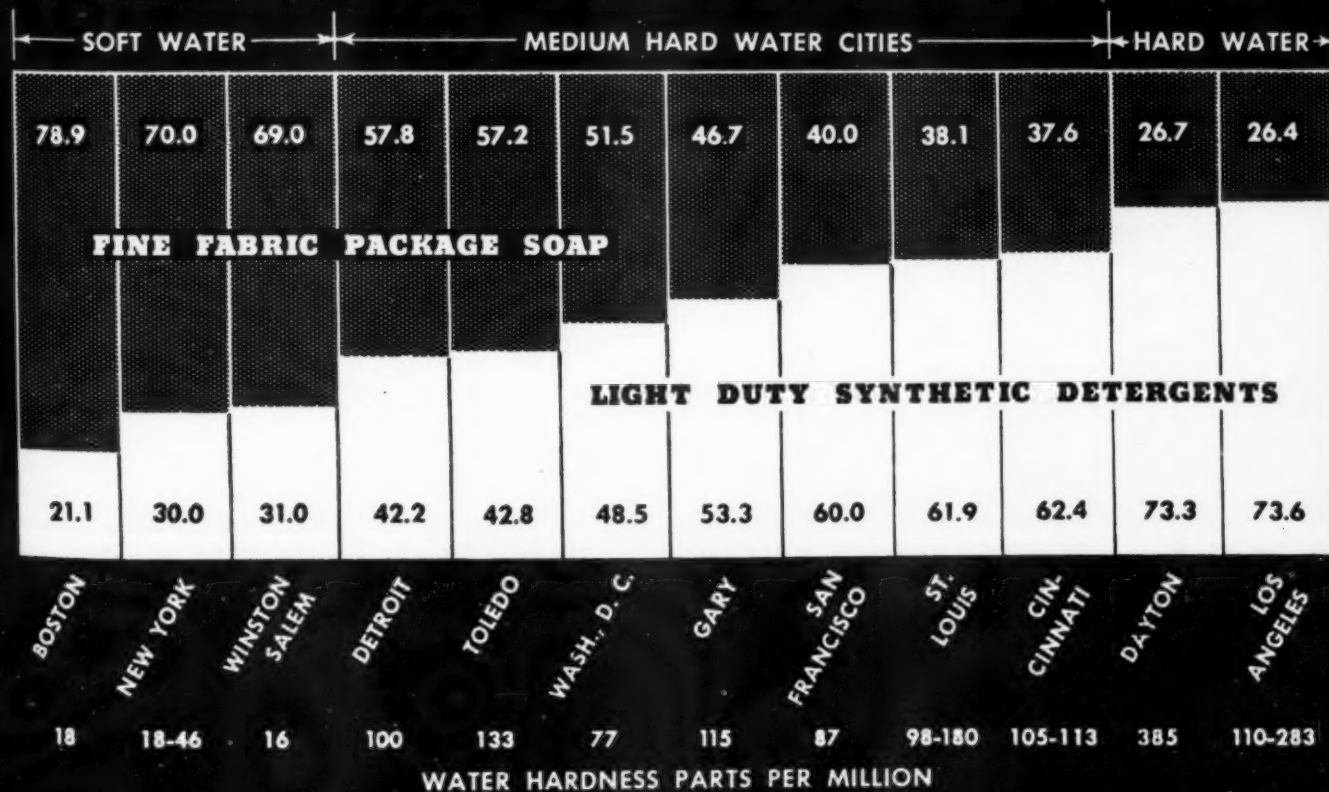
Current consumption figures show that coffee is the nation's favorite beverage, not counting good old aqua pura.



Source: Northwestern National Life Insurance Company

DETERGENTS VS. PACKAGE SOAP

Store audits in a dozen cities show that the degree of water hardness is a determining factor in the sale of light-duty synthetic detergents. Where water is reasonably soft they have tough sledding against fine fabric package soaps, but where water is hard the detergents win the battle.



Source: Bureau of Advertising of ANPA

PHOTOGRAPH BY
Sales MANAGEMENT



9-15-48

Your distribution may blanket the area..but

Are you using the medium that penetrates your distribution area as completely as your product? Does the circulation of your advertising "fade" 25 miles, 50 miles, 100 miles from its point



Total circulation in area—1,010,829 (Audit Bureau of Circulations 3 31 47)



Total circulation in area—592,956 (Source available on request)

NBC



Does your advertising?

of origination? . . . Here are three maps of the Chicago area. Which map comes closest to coinciding with *your* distribution area? Which medium *penetrates* that area best for you?

RADIO Chicago's leading station—WMAQ



Total audience in area (daytime)—2,503,870 (BMB—1946)

WMAQ is just one example of the complete market penetration of stations represented by NBC Spot Sales. For a similar analysis of any of the markets listed below, call your nearest NBC Spot Sales Office. You'll be amazed at how closely these stations' coverage areas match your distribution areas . . . how thoroughly they penetrate those areas.

New York	WNBC
Chicago	WMAQ
Philadelphia	KYW
Cleveland	WTAM
Washington	WRC
Boston-Springfield	WBZ-A
San Francisco	KNBC
Pittsburgh	KDKA
Denver	KOA
Schenectady	WGY
Fort Wayne	WOWO

LEGEND

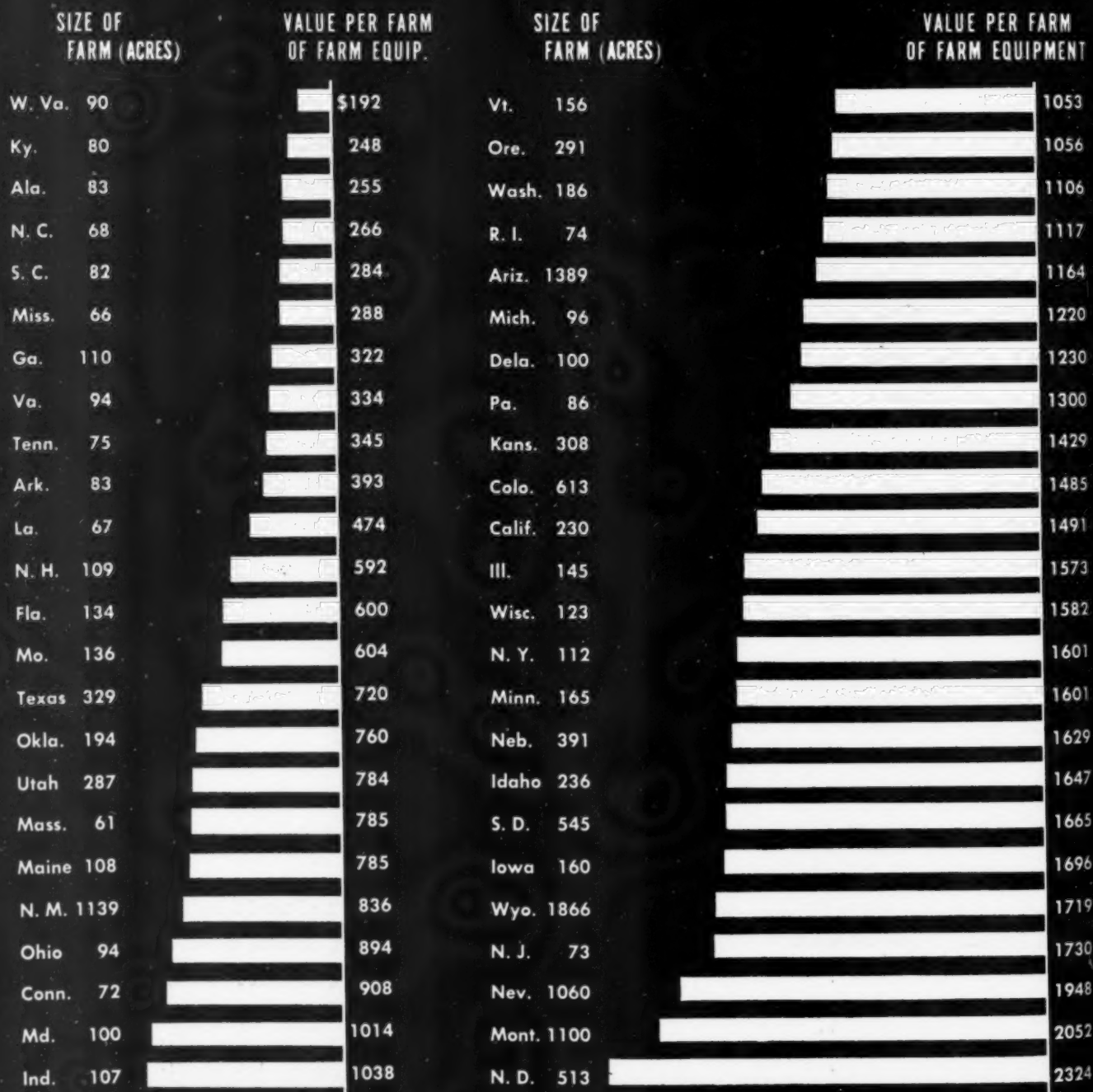
- 50 to 100% of total families reached
- 25 to 49% of total families reached
- 10 to 24% of total families reached

SPOT SALES

NEW YORK • CHICAGO • HOLLYWOOD • CLEVELAND • WASHINGTON • BOSTON • SAN FRANCISCO • DENVER

VALUE OF EQUIPMENT ON A PER-FARM BASIS

What determines the sales potential for farm equipment? Three factors seem most important: size of farm, number of farms, and type of farming operation. Here, by states, are values of farm equipment, divided by number of farms. The per-farm figure is a valuable index, but doesn't measure total volume. Alabama, for example, with a relatively low average, has many farms, and the total value of farm equipment is 5 times greater than Delaware, which has a high average.



Source: 10th Annual Statistical Number of Implement and Tractor

PHOTOGRAPH BY
Sales MANAGEMENT



9-15-48

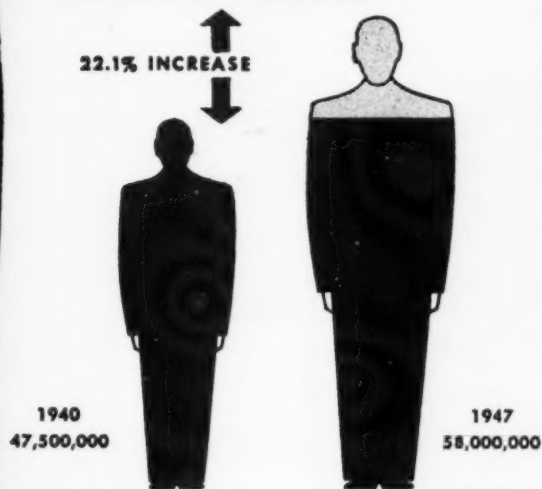
INDUSTRY WEARS SEVEN-LEAGUE BOOTS!

Industry has covered a lot of territory since 1940. Look around you. Expansion is everywhere—in factories and phones, in personnel and pay-

MARKETFACTS NO. 20

rolls. Opportunity is everywhere, too. Are your plans keeping pace with it? Shown below are four representative signs of industry's recent growth.

EMPLOYED PERSONS



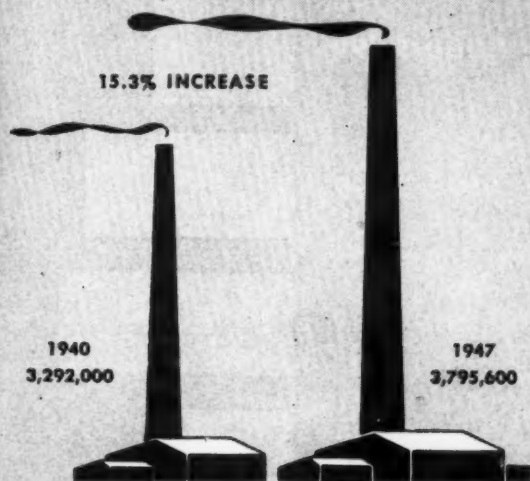
Source: U. S. Dept. of Labor
Bureau of Labor Statistics

BUSINESS TELEPHONES



Source: Amer. Tel.
& Telegraph

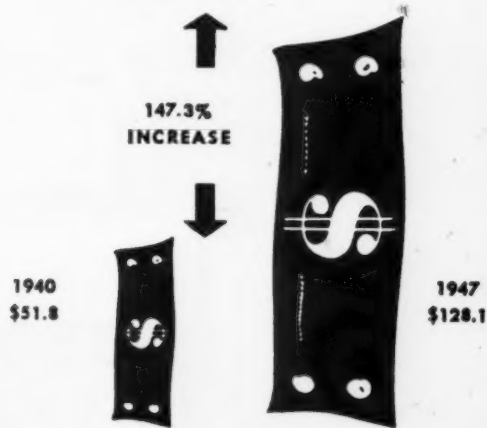
ESTABLISHMENTS



Source: Survey of Current
Business, May, 1948

COMPENSATION OF EMPLOYEES

(Billions of \$)



Source: U. S. Dept. of Commerce, Bureau
of Foreign & Domestic Commerce



McGraw-Hill Publishing Company, Inc.

330 West 42nd Street, New York 18, N. Y.

Some yardsticks of industrial expansion. One of a series.

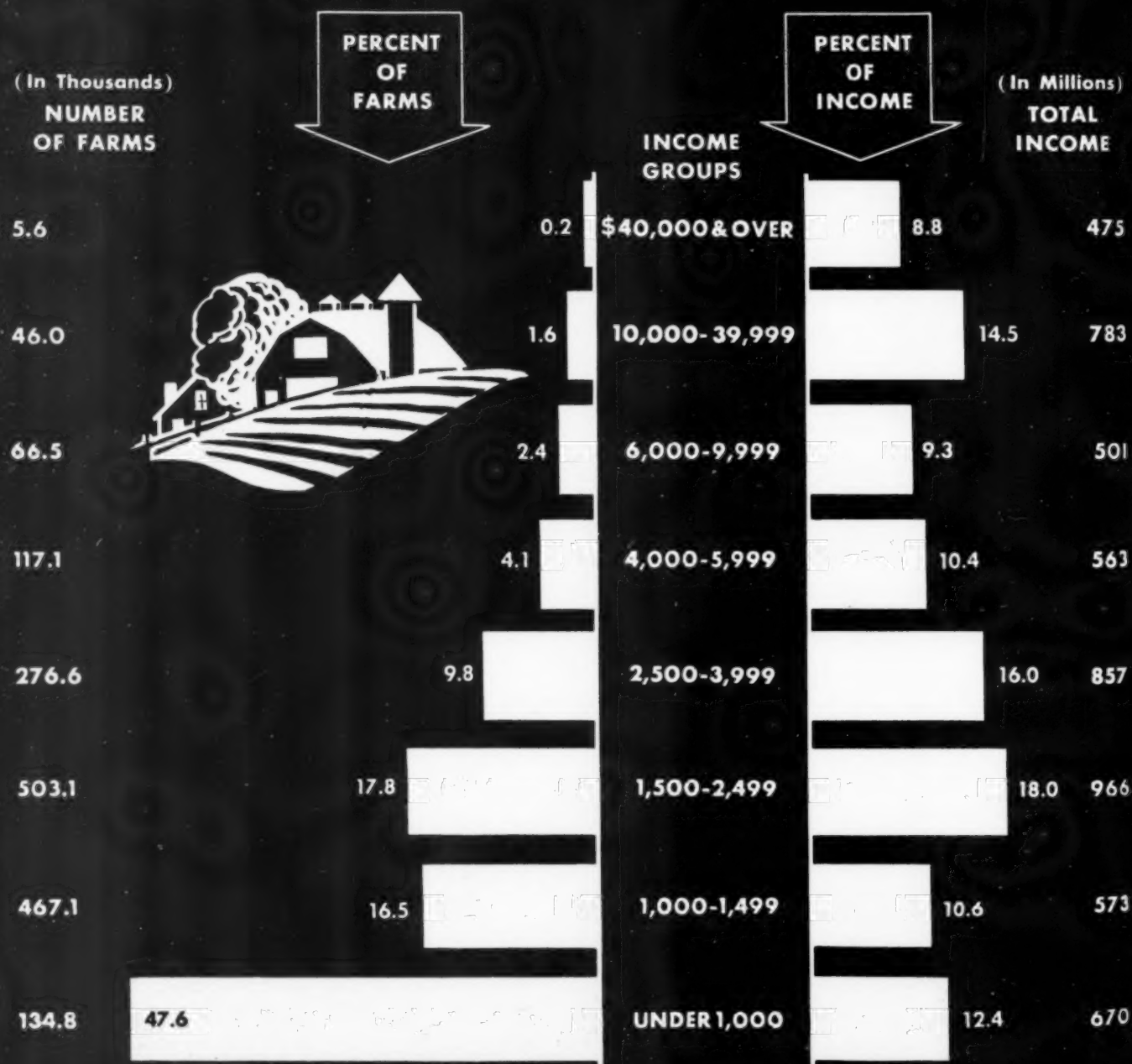
Advertisement

SOUTHERN "HAVES" VS. THE "HAVE-NOTS"

Southern statistics are hard to interpret. In no other section is there such a wide range in income, and per capita figures usually put Southern states at the bottom of the heap.

Among farmers, for example, some are the poorest in the nation, but many others are among the richest. Those interested in the betterment of mankind say, "it shouldn't be," but marketing men have to take such things as they find them.

In the Southern states, those farmers having incomes of \$1000 and up in 1945 represented about one half of all farmers, but they had nearly 90% of the income. They averaged \$3200 a year, while the other half, the unfortunate "have-nots," averaged only \$500.



Source: compilations made from 1945 Census by Progressive Farmer

PICTOGRAPH BY
Sales MANAGEMENT



9-15-48

Tips



What's Happened to Prices?

—The major changes in our price structure since 1939 and the analysis of the elements involved in these changes have been reported in a fact-filled publication, "The Structure of Postwar Prices." The study has been prepared by Dr. Frederick C. Mills, member of the research staff of the National Bureau of Economic Research and professor of economics at Columbia University. He notes that consumers are closest to the strategic center of the present price rise—more so than in the customary price advances of the business cycle. For, foods and farm products prove to be marked leaders in the upsurge of prices, thus resulting in the disadvantage to the unfortunate, ultimate consumer. Metals and durable goods in general lagged in the price rise of the last nine years. Therefore, while producer goods used largely for capital equipment advanced only 59%, foods at the producer goods stage rose 196%. Of the elements of the price structure, ranked in order of the relative size of their price movements, farm prices are at the top with almost a 200% increase. Rents are at the bottom, with only 11%. Prices of equity shares in industrial corporations, which advanced only 26%, are near the bottom. And in a central group, ranging from 90 to 126% in increases, are wholesale prices, general retail prices and prices paid by farmers, construction costs, and wages, both hourly and weekly. This study is amply illustrated with charts and graphs, and contains seven Appendix tables. For a copy, which is 75c, address the National Bureau of Economic Research, Inc., 1819 Broadway, New York 23, N. Y.

Spotlight on Rockford: Here's a meaty little pamphlet, containing the stuff of which market surveys are made: figures on the population (111,765) of Rockford, Ill., retail sales (more than \$149 million), utilities, bank debits, family buying income, home ownership, farm income, and so forth. It has been issued by the *Rockford Morning Star* and *Rockford Register-Republic*. Send your request for a copy to either of the two newspapers.

The Troy, N. Y. Market

Has

29% *

MORE TO SPEND

Than The National Average

122,000 Consumers

(Within 3½-Mile Radius)

With

\$189,325,000 To Spend

Complete Coverage Through One Medium

* Sales Management

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.

COMING

in fall issues of Sales Management:

"Shall We Display and Advertise Price?"

Do Mr. and Mrs. Consumer prefer window and store displays where each item carries a price tag? Does the presence of a price tag affect impulse sales? A new survey conducted for Sales Management by National Analysts, Inc. provides some definite answers.

"Eight Vital Factors in Point-of-Sale Promotion"

A study by Frank L. McKibbin, Honig-Cooper Co., covering such important point-of-sale elements as packaging, pricing, displays, store position, shelf position, premiums and demonstrations. An invaluable check-list for manufacturers who want to cash, at the retail level, a higher proportion of the latent demand created by national advertising.

"What's Happening to Auto Expenses?"

An answer from R. E. Runzheimer, America's foremost authority on automobile cost accounting. It will include a map of basic cost areas which you can use to re-check your present auto expense or per-mile allowance for salesmen.

"20 Characteristics of Star Salesmen"

Jack Lacy, well known sales trainer, summarizes the traits of character and the working methods that are typical of outstanding producers. You'll want to mail this to all your salesmen.

Read By Chicago's Most IMPORTANT Million



When a newspaper has a million reader-friends — that's big! How big?

Well, there are only 5 cities in the entire U. S. A. whose *total population* exceeds the million mark. That will give advertisers an idea of how the audience of the Chicago Daily News measures up for size.

But it is not numbers alone that make these Daily News readers Chicago's most **IMPORTANT** million. True, the Daily News is a mass circulation newspaper. But with a *distinction* — a dollar-and-cents distinction!

**THE CHICAGO DAILY NEWS READER GROUP STANDS APART FROM OTHERS BY REASON OF ITS
SELECTIVE CHARACTER**

The Daily News is the favorite evening newspaper of *prideful* families who welcome it to their homes. . . . And it takes a lot of buying to keep proud homes a-going!

Advertisers experienced in selling the Chicago market well know this truth. So well, indeed, they realize that maximum results in Chicago can hardly be expected unless their sales-messages reach the **HOMES** — the **HOMES** of Chicago's most **IMPORTANT** million!

CHICAGO DAILY NEWS

For 72 Years Chicago's **HOME** Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

NEW YORK OFFICE: 9 Rockefeller Plaza
LOS ANGELES OFFICE: Story, Brooks & Finley, Inc.
624 Guaranty Building

DETROIT OFFICE: Free Press Building
MIAMI OFFICE: Herald Building, Miami, Florida

HOW 18 FIRMS ASK DEALERS AND/OR DISTRIBUTORS TO SHARE COSTS ON PROMOTION MATERIALS

COMPANY	PORTION OF COST CHARGED	ITEMS CHARGED FOR													
		Displays					Direct Mail				Other				
		Window	Counter	Interior	Permanent cases	Display racks (metal, wood, plastic)	Envelope Enclosures	Folders	Booklets	Broad-sides	Store Signs	Adv. Mats	Adv. Reprints	Training Aids	Contest Materials
Abbott Laboratories.....	10%														
American Radiator & Standard Sanitary Corp.....	Varies			✓	✓					✓					
Armstrong Cork Co.....	Varies				✓	✓		✓	✓			✓			✓
Botany Worsted Mills.....	Varies		✓	✓	✓	✓		✓	✓						
Easy Washing Machine Corp.....	Approx. 75%	✓		✓			✓	✓	✓	✓			✓		
Eaton Paper Corp.....	50 & 100%				✓		✓								✓
The Goodyear Tire & Rubber Co., Inc.....	50 to 100%	✓	✓	✓	✓	✓	✓	✓	✓	✓					
James Lees & Sons Co.....	Varies				✓	✓	✓			✓					
James Lees & Sons Co. Yarn Division.....	100%	✓	✓												
Jantzen Knitting Mills.....	50%			✓						✓					
Landers, Frary & Clark.....	100%	✓	✓	✓	✓	✓		✓	✓	✓			✓		
Nash-Kelvinator Corp., Kelvinator Div.....	Approx. 50%	✓		✓			✓	✓	✓	✓			✓		✓
Proctor Electric Co.....	50%	✓	✓		✓	✓									
Ralston Purina Co.....	25%						✓			✓					
Sonetone Corp.....	50%							✓	✓						
Stewart-Warner Corp.....	100%	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tomlinson of High Point, Inc.....	Imprint only	✓					✓	✓	✓	✓					
United States Rubber Co.....	Varies	✓		✓	✓		✓	✓	✓						

To Charge or Not to Charge For Sales Promotion Materials?

A check with 35 companies in a wide variety of industries shows a fifty-fifty division of opinion on policy. Among those who do charge for materials, such charges run from a minimum bill for imprinting to a full 100% of the cost.

In a quick spot check among 35 well-known firms to determine present policies on the question, "To charge or not to charge dealers and/or distributors for direct mail and other sales promotion materials?" SALES MANAGEMENT finds an almost even division of opinion.

About half the companies reporting do charge for some or all materials. About half do not.

Companies that follow a policy of asking dealers and/or distributors to pay part or all of the cost of part or all of the promotion materials furnished by the manufacturer are listed in the accompanying table. Items charged for are indicated by checks.

As will be noted, charges vary from imprinting only, on up to 100%. Item most commonly charged for is direct mail. Displays are second. Only one company charges for advertising mats, one for contest materials, and two for advertising reprints. Under displays, the majority of companies charge for window, interior and permanent displays.

Armstrong Cork Co. reports that it gives a certain quantity of folders and booklets free, then charges for any runs over this quantity. Eaton Paper charges 50% of cost for envelopes on imprinted paper promotions, does not charge at all for other types. For visual presentations to be used by salesmen in personal selling,

Eaton charges part of the cost for items prepared for wholesalers only. On some items, this company charges the full cost.

Yarn Division of James Lees & Sons Co. charges only for large units or "specials." Landers, Frary & Clark adds to its report that no charge is made for catalog sheets or pages for distributors.

F. J. Worden, sales promotion manager, Kelvinator Division of Nash-Kelvinator Corp., has this to say: "I estimate the part of the cost of materials for dealers at approximately 50%. A flat answer is difficult. In general, we set our re-sale price based on preparatory charges being absorbed by the factory and reproduction charges being passed on to the field. This is done so that any later re-runs will entirely cover their cost through re-sale to the field organization.

"In the case of large and bulky items," Mr. Worden adds, "we include shipping charges in our price structure. This is done to put the cost of this material on the same basis for



You can't lose in a one-horse race

Pardon our brass...but here are the facts...

Better than 4 out of 5 Newsweek readers are leaders in business, industry, and the professions... by far the greatest concentration of any general magazine... at the lowest cost per thousand.

Even more important, the average annual income of Newsweek families puts them in the top 4% of the nation.

Newsweek selects this top-flight audience with an editorial technique unmatched, *unattempted*, in the publishing world. An approach that goes far beyond mere reporting of the news.

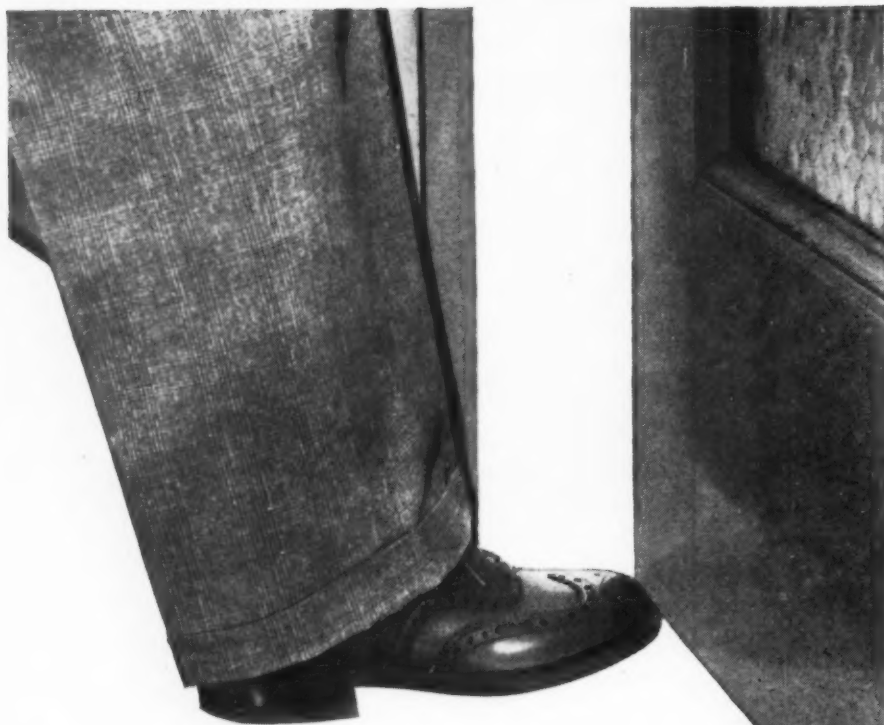
For, among other things, it gives you the signed opinions of such unbiased expert analysts as Raymond Moley on politics, Ernest K. Lindley on national affairs,

Joseph B. Phillips on foreign affairs, Henry Hazlitt on business and finance, General Carl A. Spaatz on the military scene. Experts who, week after week, give the background, the present, the all-important future developments, of the vital news of the day.

Yes, for the alert advertiser, in all truth it's a one-horse race where Newsweek is concerned.

**THE MAGAZINE
OF
NEWS SIGNIFICANCE**





how do you get in to sell GOODWILL?

EVERYONE knows you've got to have customer-acceptance for your *firm*, as well as for your product or service. But all too few people seem to realize this requires a separate and important *selling* job — one most *effectively* performed by direct advertising methods and techniques.

This was proved again and again during war-time, when our clients' *promotional* booklets and folders gave way to material which aimed only to *help* or *educate* their prospects. Admittedly, such stuff was designed originally as a stopgap measure. But it worked out so well, in

terms of ultimate *sales*, that its true value is only now beginning to be felt.

Most recently, we've prepared goodwill-building booklets for The Brunswick-Balke-Collender Company, Plymouth Cordage Company, and Sylvania Electric Products, Inc. And whether you need a piece along this particular line, or help on your sales promotion problems in general, our long and specialized experience might benefit you. Write on your business letterhead for a copy of "THINGS EVERY SALES EXECUTIVE SHOULD KNOW ABOUT DICKIE-RAYMOND."

There's Only One

DICKIE-RAYMOND

Merchandising & Sales Promotion Counsel,
Direct Advertising

521 FIFTH AVENUE, NEW YORK 17, 80 BROAD STREET, BOSTON 10

dealers in all parts of the country, and thereby to overcome any excessive charges for our more remote dealers. In the case of larger units such as signs and major display items, our dealers are permitted to charge half of the re-sale price against the co-operative advertising fund. This, of course, has a substantial effect upon the net cost of promotional materials to the dealer. The 50% figure represents the re-sale price to the dealer and does not take into consideration this cooperative allowance."

Ralston Purina Co. charges for all direct mail going out with dealer names imprinted.

Additional Charges

In addition to the items checked on the chart, Sonotone Corp. charges for consumer bulletins.

Tomlinson of High Point, Inc., charges only for imprinting of envelope enclosures, folders and booklets. For windows, Tomlinson furnishes cards free and signs at cost.

Companies reporting no charges made for direct mail and promotion materials include:

Borden Company Sales Division, Cheese Department; Borden Company Sales Division, Special Products Department; Bristol-Myers Co.; Celanese Corporation of America; Champion Spark Plug Co.; Marlin Firearms Co.; Maytag Co.; Minnesota Mining & Manufacturing Co.; Parker Pen Co.; Pennsylvania Salt Manufacturing Co.; Pepperell Manufacturing Co.; Prest-O-Lite Battery Co.; Procter & Gamble Co.; Reynolds Metals Co.; Schenley Distributors Corp.; Silex Co.; and Sloane-Blabon Corp.



SALES MANAGEMENT



FACTS MEN STEER BY

*Men at the helm in business weigh policies daily
with the help of the Journals of Commerce*

THESE days, events far and near quicken or retard the pulse of business.

Events in one's own city, in Washington or in a distant land can start a trend toward new scarcities . . . increased demand for specific commodities and products . . . a change in price structure . . . new control factors . . . marketing bottlenecks . . . an inventory squeeze . . . a narrowed or expanded profit margin.

Each day the Journals of Commerce (New York and Chicago) spotlight all the significant news for business and industry. These complete daily business newspapers are edited solely for business, industrial and financial interests. Spot dispatches from a world-wide staff and exclusive, business-angled news features, funneled down to the specific interests of management executives.

To the 200,000 Journal of Commerce readers this is the day's most vital news. Each morning they scan their Journal of Commerce, interpret the facts and make decisions to meet the indicated conditions.

No other source of business news is as complete and authentic as the Journals of Commerce, the daily newspapers that provide the facts management executives steer by.



Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top income market? Have you securities to sell in a market that has capital to invest? Do you have an institutional message for top management?

Write or telephone for the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage. Get to the men who DECIDE . . . in the dailies that HELP them decide.

TOP MANAGEMENT'S GOOD RIGHT HAND

The Journal of Commerce, 53 Park Row, New York 15, N. Y. ★ Chicago Journal of Commerce, 12 Grand Avenue, Chicago 90, Ill.

SEPTEMBER 15, 1948

WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.**, serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

**American
Express Company**

uses

the REPLY-O LETTER



Write to the
REPLY-O PRODUCTS CO.
150 WEST 22nd St., NEW YORK, 11

A BUMPER CROP IN LISTENERS THE YEAR ROUND!

KCRS gets the audience with 5000 watts on 550 kc. Our potential . . 622,000 people, \$550 million buying income. Our area . . the oil and cattle-rich Permian Basin. Our aim . . to put you **FIRST** in line for these thousands of buyers. Go KCRS . . an ABC station!

KCRS
MIDLAND, TEXAS

**COOL
ALL NIGHT!**

Guest-controlled
air conditioning
...noiseproofing
...and a radio
in every room!

**COOL
ALL DAY!**

**HOTEL
Lennox
ST. LOUIS**

Corrections—Survey Of Buying Power

We continue to find a few transposed numbers, missing numbers, misplaced decimal points—even a few miscalculations.

Please make these corrections in addition to those published in the July 1 and August 1 issues.

P. 122 . . .Portland, Ore. Gross EBI: 1,148,604

P. 134 . . .Ohio Drug Sales: 175,659

East North Central
Drug Sales: 800,736

USA Drug Sales: 3,624,631

Delaware Net Farm
Dollars: 36,537

North Carolina Food
Sales: 482,190

South Atlantic Food
Sales: 3,276,201

USA Food Sales: 31,301,891

Gross EBI Mountain
States: 5,937,660

P. 194 . . .New York Families—
Total Above Cities:
3234.9

P. 246 . . .Cincinnati Metropolitan
Area Families: 279.5

P. 252 . . .Marshall County EBI %
of USA: .019

P. 302 . . .Independence Gen. Mdse.
Sales: 2,513

P. 356 . . .Wake County Food
Sales: 18,270
Raleigh Food Sales: 13,373

P. 358 . . .North Carolina Food
Sales—Total Above
Cities: 239,969;
State Total: 482,190

P. 366 . . .Chatham County Net
Farm Dollars: 1,806

P. 408 . . .Mississippi Drug Sales:
33,492

P. 440 . . .Harris County No. of
Families: 192.8

P. 480 . . .Oregon Families—Total
Above Cities: 253.0
Portland Metropolitan
Area Gross EBI: 1,148,604

P. 500 . . .California Families—
Total Above Cities:
2116.0

P. 553 . . .SUMMARY OF ALL PROVINCES—
Food: 1,375,023
Gen. Mdse.: 932,541



DRIVES HOME PRODUCT KNOWLEDGE: Top executives and salesmen of Southern States Iron Roofing Co., Birmingham, Ala., received some practical pointers in how to lay a roof at their recent sales meeting. The idea: Salesmen must know how to use the products they sell. Here, left-to-right: W. J. Mahany, vice-president in charge of operations; David F. Scales, manager of dealer sales division; and Lee Bartholmew, vice-president in charge of sales.

SALES MANAGEMENT

What happens when the "push-overs" start pushing back?

ASK ANY GOOD SALESMAN, and he'll tell you that the lush days are just about gone—along with shortages, slow production and the sellers' market.

Today, customers are playing hard to get. The "push-overs" are beginning to push back. Production isn't lagging any more—it's already nearly double the pre-war level, and fast catching up with demand. There's plenty of healthy competition in sight. And you can be glad there is.

American business has always thrived on competition. It still can. But the machinery of selling and distribution will have to work at peak efficiency.

And that means — *more mechanization!*

Mechanization is simply the application of assembly-line methods to the *manufacture of a sale*. It's the only way to balance mass production.

With mechanized selling, you won't turn prospects into "push-overs," but you'll certainly get them leaning your way. By exploring the field, arousing interest, creating a preference for the things your company makes, mechanized selling multiplies the productive capacity of your sales force by the hundreds, or thousands, or by any number your market requires.

But this machine is no stranger to *you*. You know it by its first name—ADVERTISING.

We'd just like to point out that now is the time to put the machine to work, more consistently, more aggressively than ever. And remember that when your advertising goes to work in the right business papers, with their tremendous concentration of hand-picked readers, it becomes *the most efficient machine* you can use for manufacturing sales at a profit.

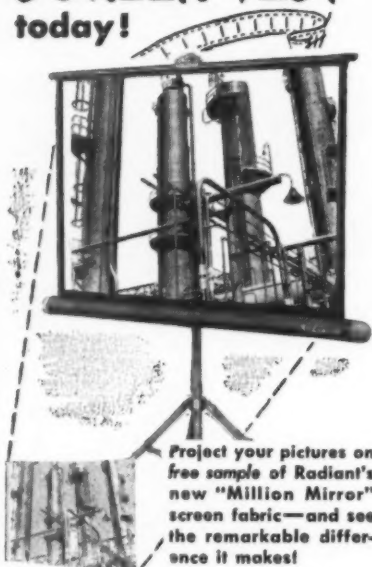
Just how efficiently does business paper advertising work? If you'd like to see some examples, we'll be glad to send you a recent ABP folder on actual results. Also, if you'd like reprints of this advertisement (or the entire series) to show to others in your organization, you may have them for the asking.



Sales Management

is one of the 129 members of The Associated Business Papers, whose chief purpose is to maintain the highest standards of editorial helpfulness—for the benefit of reader and advertiser alike.

Make this amazing
FREE
"SCREEN TEST"
today!



See how millions of tiny glass mirrors, firmly imbedded in the pure white screen surface, make your pictures fairly glow with life! See what happens when light is reflected instead of absorbed! You will enjoy clearer, sharper black and whites—richer, brighter, more brilliant colors. Here is projection as real as life itself! The new 1949 Radiant Screens have many unusual and exclusive features. See them at your dealer today!

Write today and get absolutely FREE

- Sample of new Radiant "Million Mirror" Screen Fabric... Test it with your own projector and see for yourself the remarkable improvement over any other projection surface.
- Basic Film Source Directory—your handy guide to hundreds of film sources.

RADIANT MANUFACTURING CORP.
1210 S. Talman Ave., Chicago 8, Ill.

NEW JERSEY'S FOURTH LARGEST MARKET
NO COMPETITION



**BAYONNE CANNOT BE SOLD
FROM THE OUTSIDE**

You are holding a "Royal Flush" in the wealthy Bayonne market when you use THE BAYONNE TIMES... No other paper or combination of papers can compete. THE BAYONNE TIMES delivers over 500% more circulation than all other evening papers combined.

Send for the TIMES Market Data Book
THE BAYONNE TIMES
NATIONALLY REPRESENTED BY
BOGNER & MARTIN
205 Madison Ave., New York 228 N. LaSalle St. Chicago

ATF Finds Way to Enhance Values of Field Trips

When anyone from the management group at American Type Founders visits a branch office, he works from a schedule and a control form. When he returns, he has a specific record which can serve as the base for any action.

Concerns with branch offices often have occasions for headquarters executives to visit the branches, either to convey or gather information, or simply for routine inspection. Such visits generally are made on last-minute decision, and in the rush to get off, the visitor's mind is concentrated almost exclusively on the specific object of the trip.

When he returns to the home office, the knowledge he has acquired seldom is reduced to writing, and rarely goes further than his own desk. Worse yet, he no more than gets back when some one else in the organization wants some information which could have been learned on the visit, but which the visitor never thought to ask about.

Information for Others

American Type Founders Sales Corp., Elizabeth, N. J., with branches in 23 cities, naturally has run into many such situations. But Robert G. Marquardt, vice-president in charge of domestic sales, has resolved they won't happen again. He has worked out an arrangement by which not only will a visitor gather on each trip all the information any executive in the organization will require, but also a way of disseminating this data upon the visitor's return. Since it is working with great effectiveness for American Type Founders, it may be of interest to other companies similarly set up.

The first thing an executive does who contemplates a trip to a branch office, is to learn about the conditions he will meet, so far as they are covered by home office records.

For this purpose, his secretary fills in the data required on a light-weight 7 x 10-inch cardboard form. The name of each member of the branch personnel must be listed, with position held. Initials are not permitted. Mr. Marquardt is a strong believer in the ice-breaking effect of calling an employe by his first name... or

preferably nickname, if that is commonly used at the branch. "Sam" or "Susie" will respond to the use of such an informal handle, and open up with warm and valuable cooperation, a lot quicker than will "Mister Brown" or "Miss Jenkins."

Branch office figures to reveal its actual and relative activity are listed under "Branch Office." So the secretary fills in the actual sales as of a given date, and, for comparison, the sales figure that has been budgeted. These are followed by the actual and budgeted expense-to-sales ratios. At a glance the visitor can see whether or not the branch is keeping up to its mark, and, if so, whether it is spending too much or not enough to do so. If sales and expense are both low, perhaps the one is cause and the other effect. It is easy to see whether praise should be given or a search made for causes of poor showing.

The next figures are of the branch's rank, in both sales and expense-ratio, among all of the branches.

Rated by Points

Each salesman's average monthly earnings are then listed, and his standing in the Honor Club. The latter is rated by a system of points granted for a variety of achievements. Both figures taken together give an alert visitor a pretty clear notion of who are the "stars" and "weak sisters." They form part of the basis on which home office management can decide upon a man's advancement "or else." And each salesman is aware that his good work is going to be known where it will count.

The space for remarks, of course, is for the visitor's observations and findings at the branch, to account for this data.

In third column, "Additional Notes," the visitor enters brief reminders of any points he especially wants to take up at the time.

The reverse of this form takes care of another kind of problem. No

more does it happen, on a visitor's return from a trip, that a department head will say, "I wish I'd known you were going to ———. I particularly wanted to know about ———."

Now, just before leaving, the visitor sees each interested executive to learn how the greatest value to the company can be gained from his trip.

Mr. Marquardt may say, "They don't seem to know, out there, how to hold Branch meetings that get the men enthusiastic. I wish you'd spend some time with the manager on this. And some of the salesmen still don't understand our call control plan. Find out who, and go over it with them until they do."

A department head may want to know about local competitors in his specialty. The advertising manager hasn't been getting cooperation. The treasurer wants some small financial matter straightened out. The plant manager has been having some dispute about service on the delivery of presses.

In the first column of spaces, the visitor can make notes on points to be raised. The second column of spaces provides room for a report on each question. It's a memory jogger.

Upon his return, the visiting executive makes the rounds again; the information is delivered to the men who wanted it; and Sales Manager Marquardt and his staff can intelligently decide what, if any, specific course should be undertaken to plug revealed leaks, prop or replace weak members, or use throughout the field valuable information gathered.

Giant Drug Store to Pre-Test Sales Ideas

Rexall's promotion plans will get workout for nationwide use.

Containing many innovations in drug store merchandising, the new Owl-Rexall superstore in Los Angeles—formally opened in typical Hollywood fashion—will serve as a testing ground for new sales, service and promotional ideas. In this store, ideas will be worked out for use by 10,000 independent druggists holding Rexall franchises.

The store is departmentalized. The store contains 125,000 items with a basement supply room holding sufficient reserve stock to re-merchandise it several times.

Is Our Sales Promotion Money PAYING ITS WAY?

There are about 60,000 drug stores in the United States.

How can my 400 salesmen call on all of them and do physician detailing too?

The obvious answer is that they can't,

What then?

One recommendation was to produce a very good publication for all the druggists and make this magazine interesting enough so that busy men would read it. In that way, information about both old and new products could be kept before this very important trade group.

To do this job and to do it well enough to accomplish the objectives required a good deal of money. You know present day costs!

After six months the client began to wonder.

He was not sure that his investment was paying out the way it should. He asked us to find whether he was really doing the right kind of job.

We utilized the same research technique that we constantly utilize for some of the largest magazine publishers.

What did we find?

Well, that information belongs to the client, but we may tell you that we can measure the value of any sort of sales expense and get facts so sales managers can sleep at night instead of worrying.

This kind of information can convince any comptroller, president, or board of directors. The cost is relatively small.

A conference costs you nothing.

NATIONAL ANALYSTS, Inc.

WASHINGTON PHILADELPHIA SAN FRANCISCO
EXECUTIVE OFFICES • 1425 CHESTNUT ST. • PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

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COVERAGE OF
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- WINSTON-SALEM
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Here's dictation efficiency in a nutshell . . . the SoundScriber Portable that records your reports, memos, instructions, letters, on the train, in your hotel room, in your automobile . . . or at home.

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The SOUNDSCRIBER CORPORATION,
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Send me information on Portables.

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Shop Talk

How Do You Score as a Leader? SM's editors were cheered by the noisy salvo of applause for the article in the August 15 issue "Leadership: What Makes It?" by Dr. James F. Bender. Now we'll top that one. We've asked Dr. Bender to prepare a leadership test which you can administer to yourself, then compare with a typical leadership "profile" of a group of top executives. You'll find it in the October 15 issue.

Coming, too, in that same issue: a new survey on what people want for Christmas.

Sandwiches, Service—and Salesmanship: This one's about Sally.

I give it to you now because almost every manufacturer I know who sells through dealers is worrying himself into ulcers over the indifference, insolence and inefficiency of the average salesperson behind the retail counter. We need retail sales training as we've never needed it before, and it's my belief that the place to start is with *attitudes*. If the attitudes can't be corrected, anything more formal in the way of training on the technique of selling is a total loss.

I come to this matter of attitudes as I have said, via a girl named Sally.

Across the street from SALES MANAGEMENT's New York office, in the basement of the New York Life Insurance Building, there's a quick-food-service restaurant which my co-workers call "The Dump." (There really isn't much libel in the name; journalists just have the habit of tying informal tags on everything.)

Sally is one of the waitresses, a bird-like brunette, size 9 with an extra petticoat. She wears a ribbon in her hair and she has freckles in the summertime. She presides over one section of the counter—perhaps a dozen seats. Sally has a "clientele," and don't assess that word as being too snooty for the setting. If you could translate into words what Sally practices as a matter of natural instinct in her daily give-and-take with customers, you'd have a bang-up sales manual on the attitudes that build business.

Whenever I get impatient with super-scientific salesmanship and all its modern trappings, I go back to somebody like Sally, and wonder whether the techniques that make people buy, like it, and come back for more, aren't grossly over-complicated, over-stylized and over-dressed. When you think about it, Sally makes it seem pretty simple. It's so much a matter of these attitudes I'm talking about. Let's see how she does it.

Sally's naturally cheerful. There's nothing synthetic about it. Even at 8:00 A. M. in the morning, if you drop in for breakfast coffee, Sally says "Good morning!" as though she thought every morning were a good morning and she probably does. Years of experience in her job have given her an almost psychic understanding of the moods of hungry people. She just naturally knows many folks are cross in the morning until they get their coffee. Many a time I've found my coffee drawn and waiting for me when I sat down because Sally saw me coming in the door.

Sally knows, too, how people feel in the summertime when the thermometer makes 90 par for every day in the week and the humidity approximates that of Malaya. She assured me one day recently that "everybody" gets off his feed in hot weather, and how about a nice cool half cantaloupe ("They're sweet and ripe today") with a dipper of vanilla ice cream? You see how quickly and naturally we come to suggestion selling? Sally is never without a suggestion. Apparently she looks over the incoming supplies of food every day to see what's extra special in quality, then she tells people about it.

It's all simple, I tell you. Sally knows her "stock." "What kind of pie" you say. Without taking a breath, Sally rattles off apple, apple crumb, pineapple, cherry and lemon meringue. If you don't respond quickly, Sally (this, my friends, is salesmanship!) will pick up two or three pieces of different kinds and display them to you. What do you do? You point and say, "I'll take that one!" (When we get fancy we call this giving the customer an option among several courses of action, any one of which will lead to a sale.)

A customer complains of a hangover. Sally looks sympathetic, as though she knew from experience what a terrible thing a hangover can be. "Don't you think you ought to have some tomato juice?" she'll inquire. "And some black coffee? That ought to make you feel better." You say yes to the tomato juice and the coffee and you do feel better. Partly as a result of the fact that Sally seemed to sympathize with your being cross-grained and woolly-headed.

It's only one meal in a thousand during the year, whenever you go in, but Sally thinks you ought to have what you want the way you want it. "Not much mayonnaise," you say, "on that bacon and tomato sandwich." Sally responds, "I'll give it to you on the side, then you can take just what you want."

Sally has a way of making every customer feel as though he's somebody special. She can do it all with a few words because she's alert to the opportunity. "'Nother pickle?" "I'll cut you a fresh piece of cake." She makes it sound as though she were regarding you as a preferred customer—and she is! You're not an unidentified deadpan in today's army of customers. You're the bald-headed guy from the motor boat agency across the street. Your name is George, and Sally asks you how you enjoyed your vacation in Maine while she fixes your iced coffee. Sally remembers that you always want a bowl of soup—not a cup—and that you take cream but no sugar, in your tea. She seldom misses. Customers, to Sally, are *people*.

It's twelve-fifteen and business is boiling. Sally catches your eye. "I'll be with you in a minute." There's a customer on hand. She sees him. She has three ahead of him, but she let's him know she's ready and anxious for the order.

You order a ham sandwich—*lean*. Sally orders it—*lean*. When the sandwich man delivers it, Sally looks to see if it's lean. If it isn't, she sends it back. Sally is delivering merchandise to specifications. That's what the man *said*, didn't he? *Lean*. He gets it from Sally.

I don't think I need to tell you more. I don't need to hit you over the head with a moral. Sally is the great common denominator of the *attitudes* that make successful selling at retail. Analyzed, her attitudes are made up of such simple elements as honest friendliness, a deep interest in the customer and his individual needs and whims, a readiness to serve, a bit of help for the guy who wishes to God someone would invent a substitute for the sandwich, plus ordinary courtesy and extraordinary tact in handling people who are often hurried, preoccupied or cross.

Sally could teach the average salesman I know a jugful.

A. R. HAHN
Managing Editor

**GREATER
BUYING
POWER**



...is represented by
the fact that this
city, the country's
14th largest, is the
9th largest industrial center.

YOU REACH IT BEST IN THE

**Buffalo
Courier-Express**

Western New York's Only
Morning and Sunday Newspaper
Representatives:
OSBORN, SCOLARO, MEEKER & CO.

SAVE TIME—CUT COSTS

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EUREKA'S #89 DUPLISTICKERS

**FOR ADDRESSING
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CAMPAIGNS**



Imagine lowering your operating costs—and increasing your efficiency at the same time! Eureka's #89 Duplistickers do this for you. Fast, economical—they're specially geared to reproduce perfectly on all duplicating machines. These gummed and perforated sheets reduce the unit cost of addressing... and speed up the entire operation!

Only #89 Duplistickers give you these advantages!

- Helps keep lists up to date!
- Used on all type duplicators!
- Exact registration with master copies!
- Special process gives sharper legibility!
- No special skill or equipment required!
- Gets mail out on time!

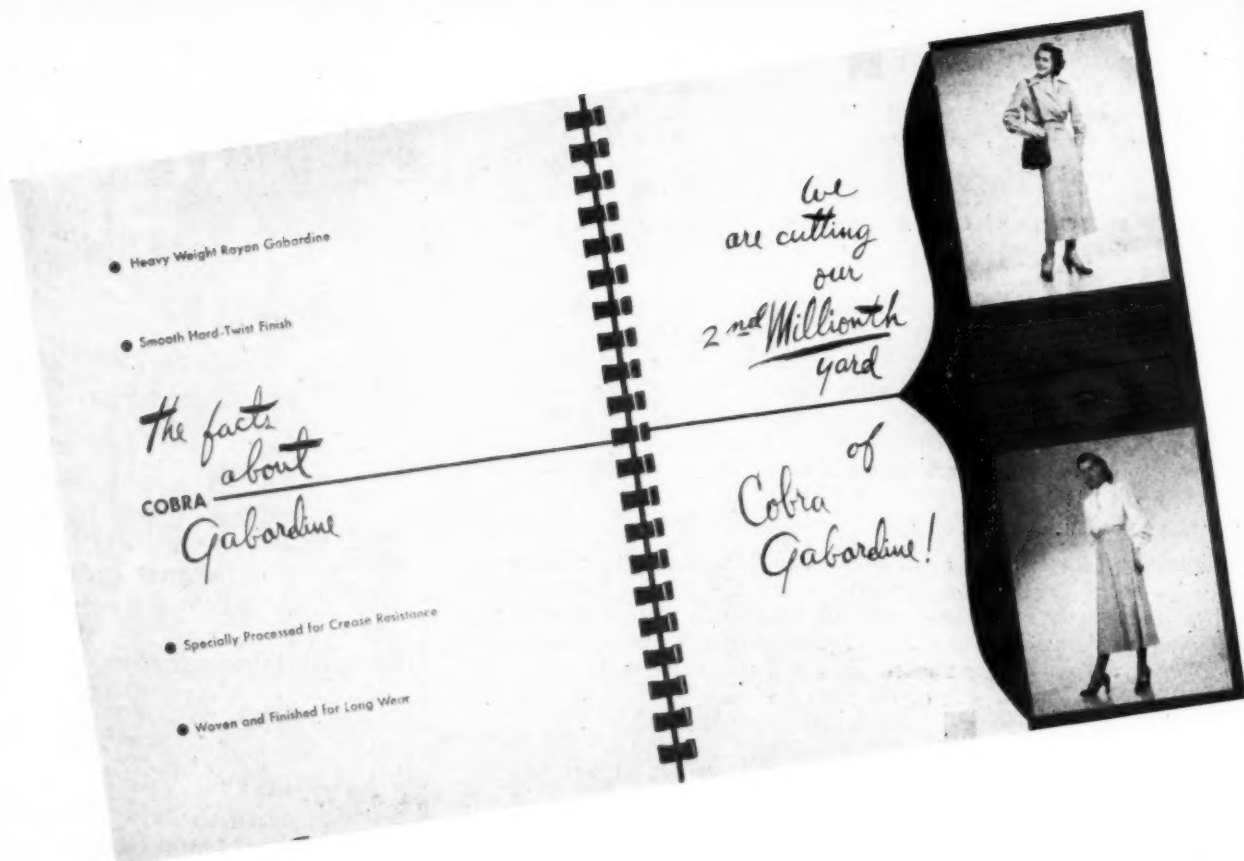


FREE Descriptive Folder
and Sample OR,
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mailing pieces.

75¢

EUREKA SPECIALTY PRINTING CO.

DEPT. S.M. SCRANTON, PA.



The Dealer's Problem Is the Key To Our Sales Approach

As told to Elsa Gidlow by **DOUGLAS H. HAWKINS**
 Director of Sales, Koret of California

Koret of California, makers of women's sportswear, have concentrated on helping the merchant put stability into a business that has always been hazardous and mercuric. They do it through timeless styles, tested fabrics, and merchandise and promotion packages backed by advertising.

In 1946 we were feeling our way toward a program which we hoped would help our customers, the ready-to-wear retailers, in their efforts to get back to pre-war operation. They, and we, wanted to see the ready-to-wear industry adjusted to modern production and selling processes rather than continuing to be the victim of whim, season, and fashion's freaks. They, and we, wanted an orderly market and fairly predictable returns.

The answer, we eventually saw, was for stores to have a planned basic operation to take care of day-to-day survival, plus planned promotions for the "over-and-above" efforts to take care of improvement in their business. The retailers were already moving in that direction.

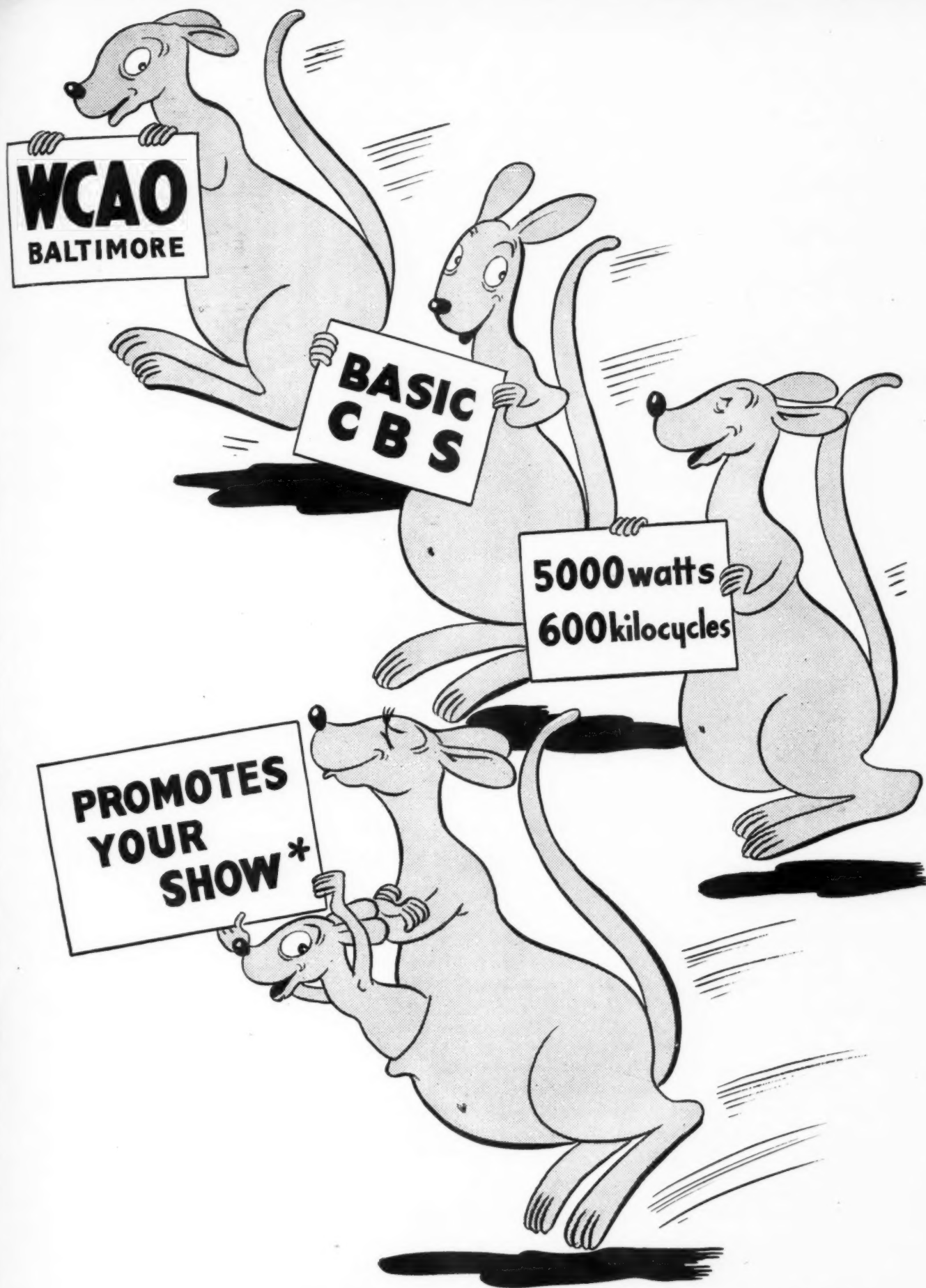
The average merchant does have this combination in some degree, but to achieve it fully rounded he has to do a lot of planning, keen buying

and organizing. Many, especially smaller ones, are not always equal to the test, or they lack the resources.

Koret of California had for years been offering packaged promotions which the dealers jumped at and put into effect with enthusiasm. Few in the industry had so far attempted to give them all-around assistance in both management and promotion. We believe we have packaged the two for our merchants for the first time in the ready-to-wear business.

When we began to study the merchant's needs and thinking, we saw that his movement was toward planned purchasing of selected basic stocks, promotional efforts, and personnel training. This set the key for our approach.

Koret therefore stepped in with planned packaged promotions such as



*Just ask your
Raymer representative



City Slicker, Country Style, Waters the "Horses" and Raises Ned

Whether Fulton Lewis, Jr., is watering a thirsty tractor or digging up evidence of interference with free enterprise, his enthusiasm for doing a good job urges him along his independent way. His down-to-earth style as he runs over the top of the news from Washington gets and holds loyal listeners.

His program rates high with advertisers as well as listeners. Currently sponsored on 319 stations, the Fulton Lewis, Jr. program is the original news "co-op." It affords local advertisers network prestige at local time cost, with pro-rated talent cost.

Since there are 502 MBS stations, there may be an opening in your city. If you want a ready-made audience for a client (or yourself), investigate now. Check your local Mutual outlet—or the Co-operative Program Department, **Mutual Broadcasting System**, 1440 Broadway, NYC 18 (or Tribune Tower, Chicago 11).



See other Koret of California styles here!



Koret of California

Cross town, cross campus—put on a boxy plaid jacket! Side slit, high-low collared, patch pocketed—in very warm colors. 100% wool. Sizes 10-18.

\$0.00

STORE NAME

PACKAGED CAMPAIGNS: They're tested promotions every 60 to 90 days.

our Corduroy campaigns.* These promotions, bringing merchants everything for a profitable campaign, have come at 60 to 90-day intervals. Fitting into their desire for planned effort, they have been welcomed by the merchants and, in general, have been successful.

Garment Labels

Originally informative labels were attached to each garment. These were supplemented by folders attached to each piece, giving useful information, construction and style elements. One series called "New Designs for Selling," was planned to help the dealer with personnel training. We will return to these later. In that campaign, as now, we worked closely with the Abbott Kimball Co. agency.

Such attempts by Koret to think with the retailer, from the point of view of the problems he was facing, culminated in a revised selling setup and a complete re-styling of visual presentations. Incidentally, the dramatic appeal of the latter moved one merchant—not previously a customer—to exclaim: "If your merchandise is as smart as your presentation, we know we want your line!"

Briefly, the new selling pattern is to present to the merchant a group of fabrics we have used over a period of years with proved success, and

* See SM for August 1, 1948.
"Koret Hikes Sales, Pares Costs, In Back-to-School Apparel Promotion."



WANTED—HIRED MAN

Who can wake up without being called, is always on the job, doesn't ask for time off, won't cuss at any chore. Will consider only light eater and total abstainer who takes up little room and doesn't argue.

Must be able to lift tons without tiring, and experienced at pumping water, hoisting hay, loading corn, ventilating barns, grinding and mixing feed, grading eggs, cooling milk, mow curing, cutting silage, running saws and shop equipment, and willing to take pay in pennies...

See S. F. Farmer—RFD Midwest.

WANTED—Hired man...

Sounds like too much of a job for any one man... and of course, it is!

The war, the draft, and the wage scales in industry... made every intelligent farmer realize his best hired man is machinery!

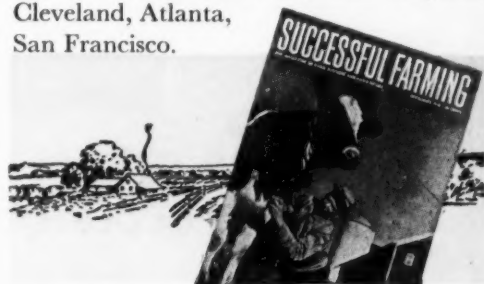
How far and how farm mechanization has gone is evident in the 16 articles in *SUCCESSFUL FARMING's* September issue...

Two Wisconsin farmers shared a field chopper to cut ensilage, and a blower to fill the silo (page 6)... New all-purpose box, equipped with a blower and dragline for unloading, can be mounted on a trailer or truck chassis (page 18)... Making farm machinery double-function (page 22-23)... New SF labor-saving granary and crib, plans \$1 (page 24-25)... Teen-agers drive tractor, run machines (page 28-29)... Farm production up with fewer workers, more machines (page 31)... Home-made metal cutter (page 32)... Improved dust settler (page 35)... Directions for grinding drill bit, with pictures (page 38)... Serrated blades mounted on tractor make fast and effective heavy brush cutter (page 46)... Economical use of corn drier (page 70)... Plus some 75 advertisements of machinery and equipment for the farm!

Not every farmer is a machine buyer.

Best machinery prospects are the country's best farmers in the 15 Heart States, with the best soil, best methods, largest investment in plant and equipment, highest yields, and largest incomes. And the best Heart States farmers are *SUCCESSFUL FARMING's* 1,200,000 subscribers—to whom SF is work manual, progress report, and buying guide—aid to better farm business, farm living!

Last year, the SF subscriber averaged \$9,890 gross income without government payments—\$4,000 over U.S. farm average. Seven years of peak production, prices and savings make the SF farm market one of the best class markets in the world. No medium duplicates its audience or influence... and no advertising is national without it. *SUCCESSFUL FARMING*, Des Moines, New York, Chicago, Detroit, Los Angeles, Cleveland, Atlanta, San Francisco.



UNBEATABLE QUICK-ACTION COMBINATION



Times-Picayune Daily 166,960*

States Daily 92,145*

Sunday 274,748*

*ABC Publisher's Statement 3 Months
Ending March 31, 1948



New Orleans

TIMES-PICAYUNE and STATES

★ MORNING

★ SUNDAY

★ EVENING

OWNING AND OPERATING RADIO STATIONS WTPS AND WTPS FM • MEMBER A.N.A. Network • REPRESENTATIVES: JANN & KELLEY, INC.

seasonally adapting styles which are suitable to each of the fabrics. They are fabrics which already have won dealer confidence.

At present there are five basic fabrics, made up in 80 basic styles. All of the styles are related and can be grouped into a variety of combinations. Thus, one style group consisting of seven garments can be adapted to 11 different combinations. The retail price of all seven garments would be \$64. A variety of companion or related styles allows for wardrobe combinations running in price from \$40 to \$75. Out of these the wearer can get from five to 11 changes. Of course, all of the garments sell separately as well as in combinations.

Obviously, a setup such as this enables the merchant to build basic stocks of ready-to-wear merchandise in fabrics that have proved saleable. The fact that all of the styles in each fabric are co-ordinated means that he can stock on a fill-in basis.

A ready-to-wear buyer traditionally builds a stock by going into the market, selecting a jacket here, slacks there, a skirt somewhere else, and mentally trying to co-ordinate them. As a rule, he or she ends up with styles from 10 or more different man-

"Manufacturers must think with a merchant, must, if possible, anticipate his needs and problems better than he can himself."—Douglas Hawkins.



ufacturers. When the buyer receives that heterogeneous stock, the merchant has the job of co-ordinating the items. Seldom does this result in a well unified promotion.

The story our salesmen are taking to merchants is that we are offering to them packaged and timed promotions, each with a theme.

Here's how such a presentation is made:

Our Sales Book for this year, called "Timeless Styles for Fall, '48," tells the story in a few minutes. That title is lettered in gold on hunter's green binding of Dundee suiting, one of our basic fabrics.

The book pages turn on a Chinese red plastic binding which immediately brings the book to life. The same red lines the inside front cover and is used to accent salient

IT'S RESULTS THAT COUNT



You get results when you test the South Bend market—results you can trust. You can use these results with confidence in other markets because *this* market is typical. It's so typical that the U. S. Government chooses it for important tests and studies. Want all the facts? Write for free market data book entitled "Test Town, U.S.A."

The
South Bend
Tribune



STORY, BROOKS & FINLEY, INC., NATIONAL REPRESENTATIVES

Get more work out of your catalogs!

- *Your catalogs can work harder than you ever thought possible.*
- *They can do a better job of capitalizing interest aroused by your advertising.*
- *They can make more opportunities for sales calls.*
- *They can cut down the cost of getting orders.*

How?

By being designed specially for the people who will use them — so that your prospects will get what they want to know quickly, easily and convincingly.

By getting into the hands of all of your important prospects now—without waiting to be asked.

By staying on the job — always findable in a few seconds, whenever needed.

Making catalogs work like that is Sweet's specialty. This custom catalog service has helped hundreds of well known manufacturers improve the performance of their catalogs. If your products are bought in any of the industrial markets, maybe we can help you too.

We would like to find out. Would you?

Sweet's Catalog Service

Division of F.W. Dodge Corporation
119 West 40th Street, New York 18, N.Y.



points throughout the presentation.

The book has five sections, each devoted to a separate basic fabric. These are: Dundee suiting, Royal Palms, Cobra gabardine, Waverly flannel, and Essex flannel. In addition, there is a section devoted to "Novelties."

Material Shown

Each section starts with a swatch of the material, which is then described. "The Facts About Dundee Suiting" are, for instance: "Square woven rayon suiting . . . 75% viscose, 25% acetate rayon . . . specially processed for crease resistance . . . long wearing." The facing page announces in black and red script: "We are cutting our 5th millionth yard of Dundee Suiting!" Reproductions of actual photographs of the garments follow, each with catalog descriptions and prices.

Next come pasted-in examples of "Suggested Radio Commercials" for "The Dundee Group." On the facing page, to which a batch of mat proofs is attached, are listed available dealer aids. These are all free and merchants are invited to request them at the same time they order. They include, besides the advertising mats and suggested radio commercials, "New Designs for Selling," displays, and signature cut-out. The section ends with a pocket showing national advertising

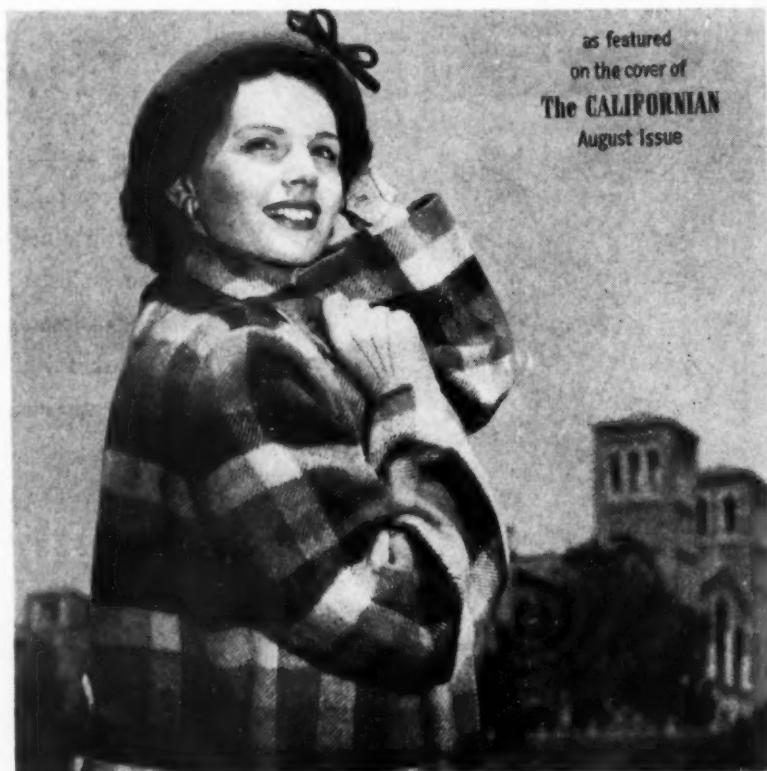
and publicity being put out by the company in support of the merchandise.

On the facing page are two examples of the "New Designs for Selling" series of folders. These are "to aid sales personnel in your store," the salesman informs the prospect. Five of the "Designs" have been issued so far.

"Trik Styles Are 'Trip-Takers'," one is headed . . . "Here's How They Work . . . Here's How to Sell Them." Illustrations and a few words of text demonstrate the features of the garments and tell how to show, hang, display, make counter displays, and how to present them to the customer. They include information to be used in selling, hints to be passed on to the wearer on use and care of the garment, points on the "quality and style features," facts about the fabrics and dyes which customers like to know.

Book Contents

The presentation book repeats the process on each of the five fabrics and styles—stressing the popularity of the fabric by telling the exact number of yards already used by Koret. It discusses the styles the company has created in this fabric and shows, in photographs, how they may be paired off in multiple selling. The presenta-



MERCHANDISING PRODUCT PUBLICITY: Koret's salesmen use reprints of editorial material when presenting the full line to their retailers. It increases prestige.

tion concludes with information on advertising and promotional aids. The average merchant selects two or three of the basic fabric and style combinations. Now he has a complete package.

In addition to these standard promotions, we offer six special promotions each year. These provide the driving power for profits over and above the daily bread and butter. Each one is a completely packaged setup such as the basic operations described. Each provides everything needed for a rounded sales event.

How has the merchant responded to this effort to enter into his thinking, to provide him with the means of solving his survival and promotion challenges? He is welcoming it with every evidence of enthusiasm, buying readily and freely. Best evidence is the sales curve. Our total volume this year is up approximately 11% over last year.

Merchants Recognize Need

We believe this proves that the merchant is tired of being sold a lot of unrelated ready-to-wear merchandise which he himself must co-ordinate into a harmonious line. He finds packaged promotions, designed from his point of view, attractive. We believe that jamming goods into the

SELLING THE LINE: Buyers of individual garments can match them in style groups. In this case, customer convenience spells volume for Koret and retailers.



Koret of California

retail store with little or no regard for the merchant's needs and problems, perhaps overloading him and providing him with scant assistance in moving the goods, is both bad business and bad public relations. In the long run it is as bad for the manufacturer as for the retailer.

For smooth and continuous mod-

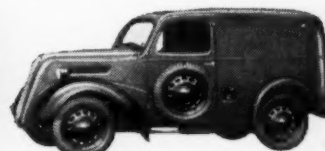
ern mass production, equally smooth and continuous mass distribution is essential. To achieve that the manufacturers must think *with* the merchant, must, if possible, anticipate his needs and problems better than he can do himself. Never fear, he will recognize the answer when you present it!

**NOW! YOU CAN GET
IMMEDIATE DELIVERY
ON 1/2- AND 1/4-TON
PANEL TRUCKS!**

Ford

**THAMES
TRUCKS**

FORD PRODUCTS
MADE IN ENGLAND



1/4-Ton. 65 cu. ft.,
Interior length 51", width 48".
Height 40". Wheelbase 90".
Curb weight 1550 lbs.



1/2-Ton. 120 cu. ft.,
Interior length 79", width 54".
Height 45 1/2". Wheelbase 90".
Curb weight 2160 lbs.

**PRICED AS
LOW AS**

\$1,247

PAINTED YOUR
CHOICE OF COLORS

Sign up today and drive one away. Take delivery on a new Thames Panel Truck... not next month, not next week, but **NOW!** The Thames is the largest selling light duty truck in England. It is a Ford product made in England.

AMPLE LOAD SPACE... With a capacity of 120 cubic feet for the 1/2-ton Truck and 65 cubic feet for the 1/4-ton, there is ample load space for light deliveries.

EASY HANDLING... A 90-inch wheelbase makes the Thames an exceedingly easy truck to handle, easy to park. Turning circle of the 1/2-ton is 36 ft., 1/4-ton, 34 ft. 9 in.

POWER WITH ECONOMY... One-third the displacement of the average 1/2-ton engine, the 4-cylinder Thames consumes much less gas. Curb weight of 2160 lbs. on the 1/2-ton, 1550 lbs. on the 1/4-ton also helps gas mileage. The engine is especially suitable for non-premium fuels.

AMPLE POWER... The sturdy precision built engine is more than adequate to meet load requirements.

BIG ADVERTISING VALUE... The unique appearance of Thames Trucks builds prestige for your business.

NATIONWIDE SERVICE... Selected Ford Dealers carry a complete supply of parts and Ford Dealers everywhere will service Thames Trucks.

FORD MOTOR COMPANY

2773 Schaefer Road, Dearborn, Michigan

Please send me more information about Thames Panel Trucks.

Name _____

Address _____

City _____

State _____

coming your way . . .

.....**pocket pak viewer** enables salesmen to exhibit vivid pictures of products too bulky to be carried. Mechanically, it has several exclusive advantages. A simple in-and-out movement of the control bar automatically changes views, re-stacking one slide and bringing another into clear focus. Up to 10 35-mm. color transparencies can be viewed in correct sequence, without being touched by fingers. All the ready mounts can be quickly



PHOTO FANS take to the viewer, too.

removed for replacement with a new set for a change of sequence. The viewer is being marketed by La Belle Industries, Inc., Oconomowoc, Wis.

.....**new awning fabric** of fused glass fibers is coated with Vinylite resins to make it resistant to fire, mildew and all kinds of weather. Because it is non-absorptive, this fabric will not wilt or stain and grease or dirt may be removed easily with soap and water. It has exceptional strength and is also serviceable for many other canvas-type applications. The material is made by Holton Corp., Hibernia Bldg., New Orleans 12.

.....**portable electric lamp** throws a powerful 2,000-foot beam and has a built-in charger. It is designed to meet the varying requirements for portable light by police and fire departments, contractors, farmers, and industrial

plants. The lamp, in addition, is expected to find wide acceptance for mine and railroad service work. The battery, with the usual storage battery attention, will have a service life of from three to five years. Incorporated in the battery itself is a three-ball charge indicator that eliminates all guesswork on the condition of the battery and does away with hydrometer tests. The built-in charger that plugs into any 110-volt, A. C. circuit makes recharging the battery an easy and convenient matter. An 18-gauge, welded steel case is the container for the battery and the charger. A window is provided in the container so that the charge indicator can be seen at all times. It is finished with an acid-proof baked enamel. The carrying handle is chromium-plated and is equipped with "D" rings for a shoulder carrying strap. The lamp head is six inches in diameter and of chromium-plated, 20-gauge steel with a triple-silvered reflec-

WBT BLOWS ITS





NON-SUDSING DETERGENT does not retard the wash action of dishwashers by impeding the striking force of wash water spray within the machine. It will not create film on dishes. Powder will not cake in storage.

tor. A single-pole, double-throw, toggle-type switch gives finger-tip control to either the main bulb or the small auxiliary bulb for dim, diffused light. Various accessories, including colored and diffusing lenses, shoulder carrying strap, and swivel brackets are available. Called the "Big Beam," this portable electric lamp is manufactured by the U-C Lite Manufacturing Co., 1050 W. Hubbard Street, Chicago 22.

.....electra-sol, a non-caking detergent has been developed exclusively for use in household electric dishwashers. It is claimed that the new powder sanitizes dishes and utensils while cleansing them. It contains a unique combination of polyphosphates, thus does not combine with the calcium and magnesium salts in hard water to form a precipitate that clouds glasses and films dishes. The material forms a clear, free-rinsing

solution and so will not create bacteria-harboring film. The ingredients are said to prevent the formation of scale, keep drains open and make the cleaning of the washers unnecessary. The manufacturer recommends the use of one tablespoon in each batch of dishes washed, and in the average household, a package will last two weeks. Electa-Sol is a product of Economics Laboratory, Inc., 914 Guardian Bldg., St. Paul, Minn.

TOP!

...and tops the competition by 172%

A few months ago, we took a look at one of our Hoopers and blew our top. Because in the 9:00-10:00 a.m. hour opposite you-know-which famous network show, 50,000-watt WBT was first. But "only" by 57%.*

That wouldn't do. So we built a *new*, hour-long audience participation show ("What's Cookin'?") with Kurt Webster. Two months later, we got another Hooper.

Wham! *WBT now leads the nearest competition by 172% —leads ALL other stations combined by 26%.†* In just 60 days, "What's Cookin'?" increased the margin of WBT's lead over the next station by 114%! (No wonder we've just added another half-hour to the show.)

If you're not topping your sales competition in the Carolinas, don't blow your top—ask Radio Sales about "What's Cookin'?" on WBT—first by far in Charlotte.

*C. E. Hooper, Oct. 1947—Feb. 1948 †C. E. Hooper, July 1948

JEFFERSON STANDARD **WBT** BROADCASTING COMPANY
CHARLOTTE, N. C. • 50,000 WATTS • Represented by RADIO SALES



How to Live in Peace with A Salesman's Union

BY ELSA GIDLOW

Some substantial degree of stability between management and driver-salesmen has been achieved in the bakery and milk industries in and around San Francisco. Spokesmen for both sides talk about the evolution which brought this situation about, appraise the results of both sides.

The bitterest days of strife between management and salesmen's unions are the early days, when tempers run hot and issues are many. As the union-management relationship reaches some degree of maturity, both sides can and often do find the way to work together in reasonable harmony and with mutual profit.

Two cases in point are milk and bakery industries in and around San Francisco. The Bakery Wagon Drivers' and Salesmen's Local is now 48 years old. The Milk Wagon Drivers' Union has been in existence for 25 years. Examination of their development may throw some further light on the salesmen's union problem for the benefit of managements that are newly confronted with the necessity for dealing with organized sales forces.

The two big complaints of management against unionization of salesmen are: We lose control. And the men lose incentive to sell.

In the case of the two San Francisco unions referred to, it may be pertinent to ask, to what extent are these complaints justified? If not justified, how are they being met? In an effort to find the answers, SALES MANAGEMENT interviewed spokesmen for both management and labor. The results are reported here. It should be noted that the union men talked far more freely than those on the management side, thus repeating a pattern encountered by SM editors everywhere field investigations on the subject have been made.

First, some background.

The man who brings bread and bakery products to the housewife, the retail store or to institutions, has always enjoyed the status of salesman. Although he drives a wagon, that is incidental to his main job of soliciting and selling. But up to the turn of the present century his situation

was as rugged as it was individualistic. Most likely he worked for board and lodging and smoking money and his "lodging" might be a bunk up above the bakery or in the barn with the horse. There was no limit on his hours of work. The usual schedule was between 1:30 A.M. and 1:30 P.M. He worked every day except Sunday, had none of the legal holidays and no days off except the day after "Bakers' Day," when no bread was baked, and the day after Labor Day.

It is not surprising that when unionization in the late 1890's began to display its goods, these "salesmen" were quickly sold. In 1900 the Bakery Wagon Drivers' and Salesmen's Local was formed, becoming what is reported to have been the

first salesmen's union in San Francisco—possibly in the Nation. Employers offered no serious opposition.

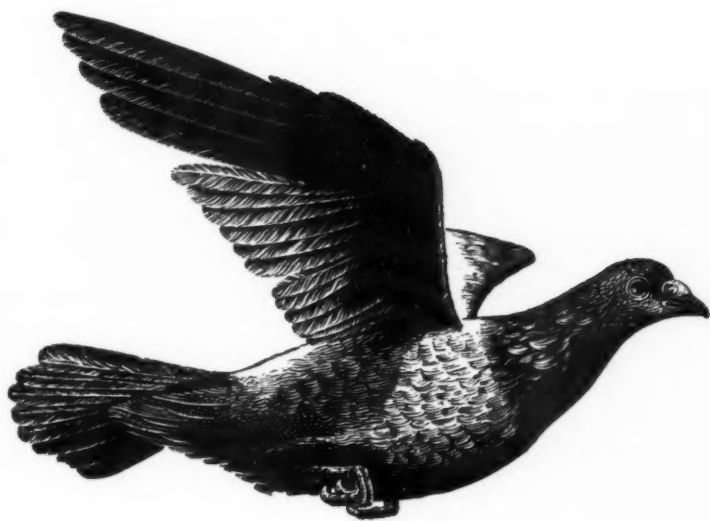
The initial gain for the men was in compensation. They were guaranteed a straight salary of \$18 a week and employers could pay them any part of it in board and lodging.

During the ensuing 40 years, gradual but steady gains were made by the union, with only two work stoppages—in 1911 and in 1945, the latter conflict being more concerned with conditions of employment for inside workers than for salesmen.

Today, the guaranteed wage is \$72 a week plus 6½% commission over \$500 worth of sales. "Eight hours or less shall constitute a day's work." The drivers and salesmen may not be required to report to work before 6:30 A.M., unless they are serving restaurants, in which case they report by 6:00 A.M. but do not see customers before 6:30 A.M. They may not work after 6:00 P.M. without earning overtime. The present contract also provides for two weeks' vacation with pay, overtime schedules, employer-responsibility for maintenance of work clothes. It per-



West Coast Showroom: This is a prospect's eye view of the new showroom of Manning Bowman & Co. in the Western Merchandise Mart, San Francisco. Paneling, shadow boxes and fixtures are in lime oak on black walnut. Upper walls are Williamsburg green, the ceiling sunshine yellow, and the floor black Marbolite.



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of selling messages, your printed pieces should combine compelling art, working words and striking printing. But most important of all, the paper they are printed on makes the first impression on your prospects. That's why wise buyers add the finishing touch of quality to their printing by specifying Oxford Papers to carry their sales story.

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DISTRIBUTORS IN 48 KEY CITIES, COAST TO COAST



SCENERY BOOSTS THE "BOX-OFFICE"



Ever notice how top-notch scenery makes a "boy-meets-girl" movie seem better than usual? . . . Paper does the same for your direct mail story. That's a good reason why we suggest the best. See your printer. He's an expert. He'll help you select the right *Rising Intralace* for your next mailing.

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- ✓ New brilliant white
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 - ✓ 5 weights
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 - ✓ Specially sized for offset and gravure
- Excellent printing surface for letterpress



WHEN YOU WANT TO KNOW . . . GO TO AN EXPERT!

Rising Papers

ASK YOUR PRINTER . . . HE KNOWS PAPER!

Rising Paper Company, Housatonic, Mass.

Everybody's Talking About Inflation



EXCEPT THESE ADVERTISERS

Cost of advertising, like the cost of living, is going up. On top of that, many products are entering a buyer's market. The safe and sane course is, not to curtail advertising, but to wring the waste out of it, *make it work* . . . every last penny of it.

Advertisers in the Herald News are doing just that—doing something, instead of talking, about inflation. In a single low-cost advertising buy, they get: (1) coverage of 97% of the city's families; (2) a tie-in with all the local newspaper advertising; (3) increasing advertising efficiency at decreasing cost in a \$103,578,000 retail sales market.

You're not only doing something about your inflation problem, but you're selling with the throttle wide open when you're in the Herald News.

FALL RIVER HERALD NEWS

FALL RIVER, MASS.

KELLY-SMITH CO. NATIONAL REPRESENTATIVES
New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

mits the union the privilege of installing its own timekeeping system "if the employers' system is found unsatisfactory." Other provisions affecting "loss of management control," and incentives will be touched on later.

In addition to what the working agreement guarantees, members of the union have sickness and death benefits which are considered generous. For instance, when a man becomes ill, after being in the union 30 days or longer, he receives \$30 a week for 10 weeks in any 12 calendar months. After six months' membership, if he dies, his beneficiary receives the sum of \$1,500.

Extent of Coverage

The contract covers bakery industry drive-salesmen in San Francisco, San Mateo, Napa, Sonoma, Marin, part of Mendocino and part of Lake Counties and has about 850 members. The employers party to it number about 78, many of them small, with five large ones accounting for the largest number of men. These are: Langendorf, Kilpatrick, Safeway Stores, Continental, and Oroweat bakeries. Management eventually organized its "union" and now acts collectively through the San Francisco Bakery Employers organization.

The milk and dairy products distributing industry in San Francisco also considers itself to have reached a fair maturity in union-management relations. It was organized about a quarter of a century ago, the provocations, as always, being failure or slowness of management to anticipate grievances and correct abuses voluntarily, pay what the men thought they were worth, and adjust to the trend toward a shorter work week.

The Milk Wagon Drivers' Union leaves out the word "salesman," but its members, like those in the bakery field, are considered to be engaged in selling first of all, particularly on home routes. On wholesale routes, like the bakery driver-salesmen, they have the acknowledged salesman's duties of advantageously placing and displaying merchandise, arranging any point-of-purchase promotional aids, acquainting dealers with new products, and generally seeing that the goods they handle get a fair break in relation to competitors' goods.

Guaranteed wage is about the same as in the baking industry—\$320 a month with a premium for night work of about \$20 additional, and the usual time and one-half for overtime. No commissions are provided for in the dairy union agreement. A five-day, 40-hour work week became effective recently—shorter by four

hours than the previous policy—with men assured two days off in each calendar week. The days off are not necessarily Saturday or Sunday. The regular work day starts at 7:30 A.M., but 5:00 A.M. starters earn a \$20-a-month premium, 6 A.M., \$10 a month, and 7 A.M., \$5 a month.

One year's service earns a week's vacation with pay; after three years two paid vacation weeks are allowed. No holiday provisions are included in the contract, unlike the bakery agreement which provides for seven legal holidays. However, the bakery salesmen work a six-day week, the dairy salesmen five. Where premium on bond is required, employers pay for it. Physical examinations, when required, are paid for by the employer; uniforms are purchased by employees, maintained by employer. Employees are required to give three days' notice on leaving the job. The bakery contract also has this provision and, in addition, writes in that employers must give three days' notice of lay-off or discharge. Both agreements make all credits at the employers' risk.

The milk distributing industry boasts that in its 25 years of unionization it has never had a strike, but has worked out its problems across the conference table—not without tension at times, and with some sulking and hot verbal battling. It is something of a record that sooner or later compromises have been reached without work stoppages or lockout.

How Do They Get Along?

After working together for 25 years and 48 years, respectively, how do sales management and union management feel about one another? What patterns of mutual adjustment have been developed? What is the status of selling? How are sales managers solving the problems inherent in the situation? Overcoming diminished control? Maintaining loyalty to management? Meeting the incentive challenge?

In discussing the situation with sales managers, union managers and employer association heads in both industries, one interesting fact becomes evident. In these fields where unionization is of long standing there is considerable mutual respect, tolerance, understanding, and an almost complete absence of the violent attitudes which are likely to characterize both sides in more recently unionized businesses. This is not to say that management "likes" the unions or the union principle any better than it used to. It doesn't like taxes either. But like taxes, unions are a part of our economy and if we have found

Artkraft AS A PRIMARY MEANS OF EYE-CATCHING YOU, TOO, SHOULD USE Artkraft* SIGNS!



SHELL OIL COMPANY
INCORPORATED
50 WEST 50TH STREET
NEW YORK 20

October 23, 1947

Mr. Morton L. Clark, President
Artkraft Manufacturing Company
Lima, Ohio

Dear Mr. Clark:

It is hard to think of a business in which eye-catching, all-weather indication is more important than in retailing gasoline and other automotive products through the roadway service station. Primary means of this indication is, and has been for many years, the familiar Shell cutout sign.

Our relationship with Artkraft, supplier of these signs, has been excellent and most gratifying over the long period of time we have dealt with you. I should particularly like to compliment you on your service, and the personal consideration you have accorded us at all times.

Very truly yours,

W. H. Bratches
W. H. Bratches
General Manager
Purchasing Stores



W. H. BRATCHES

Certified audited records show Artkraft* signs to be 999/1000 perfect over a period of years. Artkraft* has again set the pace with an entirely new insulator for its neon displays, an exclusive feature that can be found on no others. It is short-proof and positively eliminates flicker from neon signs for the first time in history. This new insulator is made of boro-silicate, a heat-resistant glass, and is of the same type used in high voltage transmission lines. It has a stainless steel clip for holding the open bus bar—another Artkraft* innovation—as well as a stainless steel base.

Artkraft* DEALER SIGNS

MAKE YOUR NATIONAL ADVERTISING
5 TIMES AS EFFECTIVE—

Increase your sales 14.6% **

For over a quarter century we have regularly served leading merchandisers, including Red & White Food Stores, Westinghouse, Western Auto, Frigidaire, Delco-Heat, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont, General Electric, and many others.

Artkraft* SIGN COMPANY

Division of Artkraft* Manufacturing Corporation
1000 Kibby Street Lima, Ohio, U. S. A.

FREE!
LITERATURE

"HOW TO SET UP
A SUCCESSFUL
DEALER SIGN
PROGRAM"

THIS COUPON FOR YOUR CONVENIENCE

Artkraft* SIGN COMPANY

Division of Artkraft* Manufacturing Corporation

1000 Kibby Street

Lima, Ohio, U. S. A.

() Please send, without obligation, details on Artkraft* signs and instructions on how to set up a successful dealer sign program.
() We are interested in a quantity of outdoor dealer neon signs.
() We are interested in a quantity of Porcel-M-Bos'd store front signs.

Name

Firm

City

QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

*Trademark Reg. U. S. Pat. Off. **Proved by actual audited research.



IDEAS FROM DARTNELL

A NEW AND IMPROVED WAY TO MEASURE SALES POTENTIALS FOR CONSUMER GOODS

Once in a blue moon somebody comes up with a new way of measuring potential markets for consumer goods which makes present methods obsolete. Back in 1920 Dartnell made marketing history by releasing the first county-by-county survey of consumer buying power. For twenty years we have been seeking a better way to measure markets. We believe we have the answer.

Serge Morosoff's Study of Consumer Purchasing Potentials

Serge Morosoff, director of commercial research for Pacific Mills, has developed a new technique which supplies the "missing link" between the Federal Government's studies of consumer purchasing and present marketing conditions. The Morosoff study is based on the principle that the relation between income and spending remains fairly constant—that a family with an income of \$1500 to \$2000, for instance, will spend on the average of \$2.56 for men's headgear no matter what business conditions may be.

How To Use This New Marketing Tool

The Morosoff study gives estimates of family incomes at 6 levels for 498 trading areas. To use this new marketing tool, the manufacturer simply multiplies the number of families in each territory in each income group by the multipliers for his particular product provided by the Federal Government study. The result gives him the total sales potentials for his industry in each of the 498 trading areas.

Sales Estimates Within 8 Per Cent of Accuracy

By using the Morosoff technique, it has been possible for manufacturers of consumer goods to produce sales estimates within 8 per cent of absolute accuracy over a 10-year period.

How To Obtain Your Copy Of the Morosoff Study

The Morosoff Guide is available from Dartnell as a set of loose-leaf work sheets. A large wall map of the 498 trading areas is included. The appendix lists more than 122 classes of products, the market for which can be measured accurately through this new guide. The price complete in a loose-leaf leatherette binder, size 8½ x 11 inches, is \$10.00 a copy. Dartnell will gladly send the Morosoff Guide on approval. It appears to be one of the most accurate and effective marketing tools yet developed.

The Dartnell Corporation
4658 Ravenswood Ave., Chicago 40, Ill.

no preventive or substitute for them, we'd better try to live with them peaceably and profitably for all concerned. That's the attitude.

Confirming the fears of sales managers recently confronted with unionization of their men, practically everyone on management's side in the bakery and dairy businesses around San Francisco will assert, with more or less emphasis, that control of personnel is to some extent forfeited; that salesmen coast on their ample guaranteed wages rather than hustle to justify them. On examination, however, these complaints call for many qualifications and when you look into it closely you come up against the interesting fact that the degree to which loss of control and absence of incentive prevail is the responsibility of the sales manager—or a company's management policies.

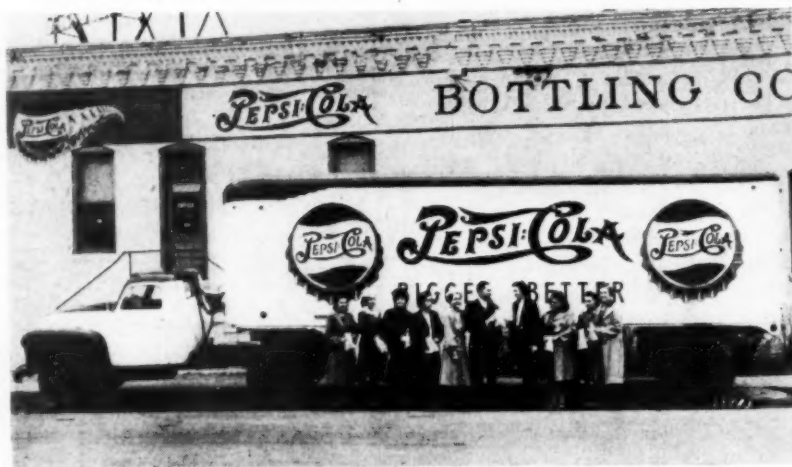
At any rate, that is what sales managers themselves maintain. Listen to this one, a man who heads the sales department of one of the most important dairy firms: "Proper training and handling of the men is, in my opinion, the answer to retention of control and individual selling performance. There are certain facts that must be understood by all. Management has to make a profit or it cannot provide jobs. Unless the business is successful, it cannot support the union wage scale. Salesmen, therefore, have to produce, or the union itself can't survive. Responsible union management and members realize this. We find the union people just as interested in seeing the salesmen do a good job as we are."

Whether or not the men will do

a good job, this same dairy company executive believes, "lies with management"—with business management first of all in providing the atmosphere in which the men will feel loyal to the company and want to co-operate; and almost equally with union management in realizing their responsibilities.

"And we have a very responsible union in our industry," this sales manager declares. "In fact, it is old enough to have outgrown much that causes difficulties to arise between unions and sales organizations. We have been unionized for so many years that we take it for granted and proceed from there to make it work. But the only way it can work is for all concerned to fully realize our common objectives and work together." The foundation of it, the company in question has found, is consistent, thorough, intelligent and understanding sales training with an eye to employ relations. "You can do anything if you work at it, and I see no reason why that shouldn't apply in this instance."

Sales training—or, more accurately, indoctrination—combined with paternalism and the bait of "advancement for merit" has been used by many firms (not yet unionized at the selling end) in an attempt to hold likely young men while paying them inadequately and working them long hours in the field. It may have worked once, but nowadays there are too many comparisons to be made and sales executives—at any rate, in the intensively unionized San Francisco Eastbay region—realize that they are at a disadvantage in holding the most



"OUR SHOW CASE:" That's the way Phillip L. Kelser, president, Pepsi-Cola Bottling Co., Muncie, Ind., refers to his new Fruehauf Aerovan. Says Kelser: We think it has any Ringling Bros. wagon backed off the map. It handles 600 cases of Pepsi-Cola

ambitious job candidates unless their programs are supported by something more tangible than promises for the future if the man "makes good."

With relative security in the bag, as the men believe it to be with the union behind them, management can sell them on working to maintain that security—by producing. That is one approach to living with the union.

The general sales manager in another major California milk company agrees in the main with the above but places emphasis on hiring as well as training. "The company must be smart enough to pick sales-minded men. Do that and they'll sell, unionized or not."

Union Does Hiring

Of course, most hiring is done through the union office. The Milk Wagon Drivers' contract provides that, in the event of a vacancy, "the Employers shall apply to the Office of the Secretary of the Union for men of the class desired" and the union must come up with a satisfactory applicant within 24 hours. If it does not, the company may hire whom it pleases—except that the men must be eligible for union membership and have deposited the initiation fee. The Bakery agreement has the same provision, but more emphatically worded and with the proviso that "employers shall give preference to unemployed members of the union"—contingent on their proving satisfactory.

However, in the case of responsible and mature unions, as the two under consideration are conceded to be, management does not find itself too restricted in picking the type of man it wants and may be aided. For instance, the union helps in preliminary screening, and the majority of the sales executives interviewed believe that the Bakery and Milk Wagon union contributes much to discipline.

It's a serious matter if, without warning or on insufficient notice, a man fails to turn up to take his truck out. The company can penalize, or can fire the man, but next day or next week it may have the same trouble with another.

Listen to a supervisor in one of San Francisco's largest bakeries. The supervisor is a union member, but in a sense he stands between the men and management. He is responsible for the performance of the men on a day-by-day basis and his own job, as well as his reputation and future, depend on all around, consistently good performance. There is one supervisor to each eight or 10 men. The one interviewed feels that union discipline materially reduces the chances of a

man walking off the job or failing to show up. "If a man should fail to appear one day, the first thing we do is call the union. They guarantee dependable as well as competent workers. Each one is held responsible by the union and if he proves irresponsible he is reprimanded and fined." Repeated offenses or very serious ones may cause him to be suspended from the union and hence to forfeit employment in the industry.

The sales manager last quoted above finds this cooperation valuable. It applies likewise in cases of theft, insubordination, drinking on the job. "The union won't tolerate this sort

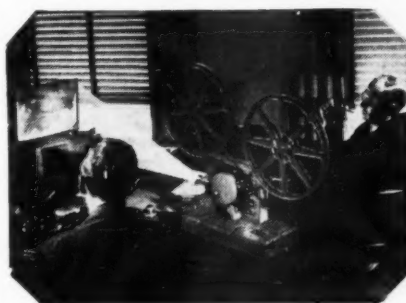
of thing, and when a man persists in such faults it may blacklist him forever. In what contributes to the positive aspects of selling, too, the union helps keep the men on their toes." How?

"We realize," comments C. J. Walsh, president of the Bakery union, "that our industry in particular is highly competitive. It takes an alert, courteous, able man to hold his own and do the job. The bakery salesman"—and this applies also in the milk industry — "differs from many others in that he sees his customer at least once a day and in many instances twice a day. This test

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Television sets, with FM-AM radio reception, are ready to welcome you in 100 New Yorker bedrooms and suites. You can now enjoy a "front row" seat for televised sports and entertainment or relax to fine FM radio programs, in the privacy of your bedroom. Experience the pleasurable comfort and service at The New Yorker. And, for an additional charge, enjoy a room with television!



places a high premium on character. Character as well as ability is something the union looks for in its members, and does its best to develop.

"As we see it, this is one great gain that unionization brought to business. Fair compensation, the eight-hour day, attracts a higher type of man than inferior working conditions. Union discipline has also cleaned up chiseling by salesmen. Take one instance: Where there is no union a salesman may go into a store and offer its manager a kick-back out of his commission in return for business, or for all his business at the expense of competitors. In our union that would call for immediate discipline. There is plenty of room for clean competition through the exercise of genuine selling ability and initiative and that is what we encourage and expect. Our men have their own customers, solicit new ones, do their own ordering, keep their time schedules on deliveries and let customers know they can depend on them for fresh goods at the time expected.

"As we see it, the men are naturally better salesmen all along the line as a result of the security they enjoy in the union." Mr. Walsh has been with his union since 1913 and is highly regarded on both sides of the labor fence.

Management puts it less emphatically and makes some reservations. A highly placed executive of the bakery industry is speaking: "In our opinion, advertising does most of our selling—not the men. With their guaranteed earnings and standardized commission on top of that, it's too easy for them to coast." He does not claim that high guarantees tend to keep men from selling—that is a matter of individual temperament, degree of ambition and drive. "But men averaging \$102 a week don't have to do any increased job. The general opinion in our industry is that the men do not *sell* as we used to understand the word."

Giving an example, a leader in the same industry has this to say: "We try to get our salesmen to call back in the afternoon on customers they have seen in the morning or, if they have time over, to call on some they have not served. A few will do so. The majority call it a day. They are not interested in the *extra* effort. In our industry the men are supposed to work six days of eight hours each. Mondays, when customers are out of bread, and Saturdays, when they stock up for the week-end, they do put in full time. On the other four days the time worked is closer to 6½ hours."

Hoping that some form of incentive might stimulate extra effort over and above basic performance, some bakeries offered premiums or bonuses in connection with periodic contests or drives, which proved fairly successful while they were on. A few companies experimented with voluntary commission. The wartime wage freeze eliminated these. Possibly with the aim of equalizing compensation throughout the industry, in 1946 the union and management agreed to a standard commission rate. The first year it was in effect it was written into the agreement that 5% commission would be paid for sales volume over \$500, added to the \$60 weekly guarantee. In the current agreement the commission is 6½% over \$500 worth of sales, added to a \$72 weekly guarantee.

An official in the Bakery Employers' group says, "It is our belief that standardization of commission has not in any way appreciably helped sales." He adds, however, "We have not lost by it either."

He points out, without comment, that for his first \$500 worth of business the salesman gets \$72, or 14%; for every \$100 after that he gets only 6%. "By the very nature of the situation, we are so close to having lost control of the men that there is no way to get the extra perform-



NEW TEAM: Dr. West's toothbrushes are teamed with Philip Morris cigarettes in this counter display. It's Wecco Product Company's idea to help turn the high-traffic tobacco counter into a larger revenue producer for the retailer.

ance from them if they don't care to give it."

The Taft-Hartley law, a bakery management man believes, by outlawing the closed shop and letting a man leave the union if he wants to, has given management more control. However, no men have left the union. "To be frank," this spokesman says, "we'd prefer not to have our salesmen in the union, although there are certain advantages to having that well controlled membership. The union is a responsible one. If our men were out, maybe the disadvantages we would run into would balance the advantages, for I am very much afraid management has not learned its lesson."

Resigned Attitude Shown

A sales executive in the dairy field takes the same resigned attitude: "There are always some companies that would tend to chisel on wages in order to take unfair advantage of competitors who treated their men right."

In the dairy field, practically all the sales managers interviewed were skeptical of advantages to be gained in the way of increased sales volume through extra incentives alone. "They haven't proved too satisfactory," one sales manager in a very large company has found. "Those we have used have been on an experimental basis and they haven't done nearly so much for us as an intelligent sales training program."

Another sales manager, also in a large company, has found that "sales contests, if run properly, provided you have hired good, sales-minded men to begin with and trained them well, will bring results."

In the dairy industry the union agreement has a clause which in effect prohibits soliciting by a member of a union brother's customers. "No employee," it reads, "shall solicit or shall be permitted to solicit the trade of any former employer, or signer of this agreement.." (Italics ours.) "It is further agreed for the purposes of eliminating improper solicitations that no employer shall assign a new driver to a route or permit such driver to serve a route which includes all or a major portion of any route which such driver has served for his former employer until such driver has been in his employment for at least a year."

Some sales managers approve of this, some think it stifles the men's selling activities. The arguments for it are that it eliminates unfair forms of competition and chiseling, that the salesman has plenty of scope in competing for the business of new "move-ins" and in building up sales volume

THE HARVEST IS IN!



NOW'S THE TIME TO CASH IN!

According to advance reports of divisional offices of the United States Department of Agriculture, THIS YEAR is going to be the greatest year farmers of Siouxland* have ever enjoyed. Both in point of production and profits, 1948

is going to exceed the record high chalked up in 1946.

At the very heart of one of the nation's richest agricultural regions is concentrated the largest single year income in its entire history.

*Northwestern Iowa, Southeastern South Dakota, Northeastern Nebraska and Southwestern Minnesota.

The Sioux City Journal JOURNAL-TRIBUNE

SIoux CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.

New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco



with existing customers. In practice, while they observe the prohibition, some salesmen sell themselves and their goods so effectively to the housewife that she will do a selling job for her dairy salesman by sending a neighbor to him.

At the wholesale level, management meets this "no solicitation" clause by having a non-union classification of salesman to call on grocers and other retailers.

However, existence of the clause limits the effectiveness of any form of incentive the sales department may wish to use, at the same time that it "protects" them by saving them from

some forms of competition. For example, from "peddlers"—defined in the contract as "a milk distributor who buys his milk from a processing distributor and who sells milk delivered to the home or sells wholesale for resale." Such peddlers, whether owners or part owners of their business, must become union members. No processing distributor may sell to them unless they are. And they may not—directly, at least—solicit customers of a "union brother." This clause spiked a move, observers scented, to evade union membership by helping to set up "independent" or semi-independent

operators using their own vehicles and "buying" a processing distributor's milk and dairy products. The Bakery union achieves a similar protection by providing that no member may furnish an employer with a vehicle to be used in the delivery of goods in connection with his employment.

The "no solicitation" and "peddler" clauses in the dairy contract are instances of what some sales managers consider to be lost or diminished control and sales incentive. But even those who deplore the handicaps will admit they are glad of the industry stabilization that ensues. In San Francisco, for example, fewer than a dozen fairly large and long established companies compete for existing business. In the Eastbay, which has a large territory, the number is slightly larger.

Throat-Cutting Era Over

With competitive throat-cutting pretty well eliminated, it is easy to see why the responsible sales manager places his greatest emphasis on intelligent hiring and sound training. With more violent forms of competition pushed out of the arena, real education—not artificial blood-pressure-raising types of drives—is the answer to the challenges of building a loyal sales staff so that they may legitimately push steady repeat business to the highest level.

This is borne out by the experience of one of the largest companies in the dairy field. Its sales manager told us: "Contrary to the view that after a certain age a man slips, we find that our older men beat the young fellows every time." One big reason for this is that the older men have had the benefit of steady, consistent training. Of course, they often have more home responsibilities as well as a better developed sense of job responsibility, but the right kind of sales training and direction helps to channel desirable character traits.

The San Francisco dairy industry had a vivid illustration of the difference between the selling performance of men they had trained over a period of time and men as yet untrained although otherwise good employment risks, when this year's union contract required a 40-hour in place of a 48-hour working week. This necessitated taking on a lot of new driver-salesmen. In most cases the "old-timers" beat the newcomers even though the latter were experienced salesmen. The difference lay in the fact that the older employees had been developed into loyal and effective members of their sales organizations through training in the company's

A MIGHTY Market
for Your "A" Schedule

Peoria Power Plant Enlarged AGAIN
... To Serve Increased Population.

Plant capacity has been More Than DOUBLED in last 10 years to keep pace with Peoria's growth.

MORE POWER FOR CONSUMERS MEANS MORE CONSUMERS FOR YOUR PRODUCTS . . . YES, PEORIA IS A MIGHTY MARKET!

Peoria
JOURNAL • STAR
PEORIA NEWSPAPERS, INC., Agent.

TEST CITY U.S.A.

National Representatives • WARD-GRIFFITH CO., INC. • Offices in Principal Cities

methods and objectives over a period of time.

One sales manager also believes that management should pay attention to the welfare of the men in such matters as insurance and pension systems. This man, one of the smartest in the field, remarks: "It's up to management. In our company we feel we have control and loyalty, too, and one important factor is our firm's group insurance and pension program."

It is significant in this respect that in the longer-unionized bakery business where management has had to surrender more control than in the dairy business so far, one of the union's big selling points is its sickness and death benefit system.

The situation is summed up by one management man: "We have to develop new labor relation techniques if our salesmen are in the union, to take advantage of the advantages rather than making ourselves mad griping about the disadvantages. We have to learn to work with them and with the union, too, to our common benefit."

Salesmen's Evaluation of Media

The jointly-sponsored SALES MANAGEMENT-Grocery Manufacturers of America survey on what field men think about their bosses and the company policies ("Dealer Salesmen Appraise Faults and Virtues of their Bosses," SM, July 15, 1948, p. 41) contained two tables which were jinxed from start to finish and for which both organizations apologize to readers. The two tables, as computed, seriously short-changed both newspapers and spot radio. The newspaper correction was made on page 111 of the August 15 issue.

The table "Advertising Media Found Most Helpful—Unweighted" showed 234 company users of spot radio. This was an error in transcribing. The correct total is 134, and that changes the second table, giving weighted results.

Spot radio has a "potential" of only 938 instead of 1,638, and the correct "per cent of potential" for that medium is 68.7, putting it in 4th place instead of 7th.

The correct listing of the salesmen's evaluation of 7 types of media is: network radio 79.4; newspapers 72.8; consumer magazines 69.4; spot radio 68.7; store and window displays 64.5; business papers 45.3; outdoor posters 44.9.

*Louisville is rich
but Kentuckiana is richer*

Metropolitan Louisville is an important part of the WHAS Kentuckiana market . . . BUT in terms of effective buying income Metropolitan Louisville represents less than one-fifth of the complete Kentuckiana market served and sold in its entirety only through WHAS.

Effective Buying Income:

Metropolitan Louisville \$ 879,148,000

WHAS Kentuckiana Market* \$4,911,325,000



*The only radio station
serving and selling all of the
rich Kentuckiana Market*

50,000 WATTS • 1-A CLEAR CHANNEL • 840 KILOCYCLES

Victor A. Sholis, Director

J. Mac Wynn, Sales Director

*The Kentuckiana Market is that market within the WHAS .5mv/m contour—with the exception of the Cincinnati and Indianapolis metropolitan areas in which WHAS claims no appreciable listenership. Income figures are from Sales Management Survey of Buying Power (Copr. 1948); further reproduction not licensed.



AT *Philadelphia's*
FASHIONABLE
CROSSROADS

THE BELLEVUE-STRATFORD

You are right in the center of Philadelphia when you stay at the Bellevue-Stratford. Newly decorated accommodations include modern one-room combination of living-bedroom. Gay colors, modern facilities are now blended with traditional comfort and service. Complete garage facilities. Fine food, graciously served, is traditional in Stratford Garden. Wire or write for reservations.

Bennett E. Tousley
General Manager

Bellevue-Stratford
HOTEL

Broad & Walnut Streets, Phila. 2, Pa.





1.

Display Angles



2.



3.



4.

1. THREE-DIMENSIONAL DISPLAY—The new "Lytron Merchandiser" features eight fluorescent lighting fixtures in simple, effective setting. Designed and made by Lightolier, Inc.

2. HOME BAR THEME—Glamorous hostess, sparkling crystal and silver bar accessories have a realistic quality in this eight color display. It was produced for the Hoffman Beverage Co. by Einson-Freeman Co., Inc.

3. COMFORT APPEAL—New merchandiser has taken the blanket "off the shelf" and placed it in a "look-see-try" position on the counter. Selling copy appears on the transparent lucite footboard. Produced for the Simmons Co. by Display Guild.

4. POSTER WITHIN A POSTER—National Biscuit Company's 24-sheet poster is now on display in cities of over 50,000. Planned by the company and its agency, McCann-Erickson, Inc. Art work by Jack Wittrop.



Let the home folks point the way

NUMBER OF CLASSIFIED ADS IN PITTSBURGH NEWSPAPERS

7 months—January through July, 1948

THE PITTSBURGH PRESS (daily and Sunday).....	564,012
Second paper (daily and Sunday).....	171,273
Third paper (daily only).....	135,022

Why do so many experienced space buyers check classified advertising volume before buying any kind of newspaper space?

Two reasons.

First, the average classified advertiser lives right in his advertising area. He knows first-hand the comparative "pull" of his local newspapers.

The other reason is this. The average classified advertiser cannot afford the luxury of unproductive advertising. He must get results.

During the first seven months of this year, The Pittsburgh Press carried 65% of all classified ads, amounting to 56% of all classified lineage, appearing in all three Pittsburgh newspapers.

Let the home folks—the classified advertisers—point the way to advertising results in Pittsburgh. Get best results by using The Press—named No. 1 in Pittsburgh by classified advertisers year after year.

Phone, write or wire your Press Representative for any information you need about the Pittsburgh market. Every Scripps-Howard Representative is a Press Representative.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No. 1 for MARKET FACTS, too!



Ford "Rouge News" Cops Honors For Best Employee Newspaper

An expertly tailored weekly builds sound employee relations by nourishing a spirit of teamwork, explaining company objectives, and promoting such objectives as safety, pride in the job, the product and the company.

In competition with industrial publications throughout the United States and Canada, the *Rouge News*, published by the Ford Motor Co. for employees of its vast River Rouge plant at Dearborn, Mich., won the highest award for excellence in the 1948 contest sponsored by the International Council of Industrial Editors.

The award was based on a score of 99% out of a possible score of 100% and represented the unanimous opinion of the judges. Publications judged in the finals at the international convention, which was held in

Milwaukee in May, had survived two previous screenings by special committees.

Publications entered in the contest were judged on four principal points: accomplishment of purpose, editorial achievement, appearance achievement, and production achievement. *Rouge News* was awarded the highest possible score on each of three of these points and was graded off only one percent on the fourth—that of production achievement.

The major aim of the *Rouge News* is to keep all employees informed of what the company is doing, why it is

doing so, and how this will affect each individual employee, according to R. E. Roberts, director of the Employee Relations Department. It also aims to show the interrelation of jobs and operations within the company, to acquaint employees with interesting fellow-workers, and to encourage participation in educational, recreational and social activities. The judges were convinced that it has accomplished this purpose and awarded it the full 40% of the total score allotted for this point.

Editorial achievement included reader interest, timeliness, and variety of appeal. The Ford entry was given another perfect score on this point, which was allotted 30% of the total score.

It also won the full 15% of total score allotted for appearance achievement which included attention value,

The Community Chests of America

A Message from
HENRY FORD II

The month of October is Red Feather time in the United States—not by official proclamation nor national edict, but by tradition and common consent. Nearly a thousand cities and towns will conduct their Community Chest campaigns during this period. A million volunteers will call on their neighbors, their fellow workmen, their business associates and ask them to provide the funds necessary to keep all the Red Feather services of their home communities in operation for a whole year.

Give enough
Through your Community Chest

illustrations, and personality.

In production achievement, which included typography, engraving, and presswork, it won 14% out of a possible 15%.

The significance of the award is emphasized by the fact that the *Rouge News* is not a member of the International Council of Industrial Editors, which sponsored the contest. It entered the contest at the invitation of the Industrial Editors' Association of Detroit.

Winning this highest award is also a tribute to the new policy governing this paper which went into effect only a few months before the award was made. In January, 1948, all employee publications of the Ford Motor Co. were placed under the direction of the Employee Relations Department of industrial relations and numerous changes were made in the Ford plant papers, of which there now are 20.

At that time, R. E. Roberts, director of the Employee Relations Department, and a former newspaper man of some 20 years experience, issued a bulletin to all editors of Ford employee papers which read, in part:

"Published for employes and their families, the plant newspaper should



be just what the name implies—the plant NEWSpaper.

"Perhaps the greatest single medium of constant contact between management and the men and women who are our employes, the properly edited plant newspaper should attain these objectives:

"Help to create mutual understanding.

"Help to develop a spirit of teamwork.

"Help to promote safety.

"Help to promote pride in the job, the product and the company.

"Provide an important channel of communication within the company.

"Serve as a medium to acquaint our employes with the economics of our business position and our responsibilities to the community and the public.

"It should present the message simply and factually so that it can be readily understood by everyone for whom it is intended."

The *Rouge News* was changed from a rather flamboyant type of tabloid newspaper to a conservative one; from semi-monthly to weekly, and from 12 to eight pages. Red ink, which had been used rather generously for heads and some illustrations, was abolished, illustrations which previously had crowded the front page were distributed more nearly evenly throughout the paper, less bold-face type was used, editorial contents were made more matter-of-fact, and the tone of the publication was modified. As Robert A. Coffey, managing editor, expressed it, "*Rouge News* now is as close to a daily tabloid style as we can make it."

In addition to Coffey, the editorial staff includes an assistant managing editor, sports editor, women's editor, two reporters, and a circulation man-

Safety Pays Off!



FOR MAYFLOWER VAN OPERATORS

Mayflower van operators are not only taught to drive safely, but they are given special, extra incentive to do so all the time.

Every Mayflower driver who drives a year or more without accident receives a check for a substantial sum from Aero Mayflower! Also he gets a badge and certificate from the American Trucking Association because of Mayflower's participation in the Association's safety program. Numerous Mayflower drivers are safety-winners—many for over five consecutive years. This is just another reason why employees appreciate it when you move them the Mayflower way!



America's Finest

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the Classified section of your telephone directory.



AERO MAYFLOWER TRANSIT CO. • INDIANAPOLIS

SALES MANAGEMENT

Pickin' money off trees is a cinch!

(...in the Philippines)



Coconut trees, that is. Philippine exports of coconut products are breaking all records. Prices are history's highest. Money is growing on trees in the Philippines! And being spent for American goods. Imports from the U. S. exceeded \$427 million last year.

Sell your products duty free in this rich Far Eastern market. No trade restrictions. Payment is made to you in U. S. dollars.

The Philippine market is effectively covered by the ten Ramon Roces Publications, with a combined readership of over 2,000,000.

Each publication of the Roces group blankets particular dialect sectors, particular trading areas—does a specific job. Together, they provide island-wide coverage, influencing the buying habits of brand-conscious Filipinos. They prefer goods of American manufacture. Write for further information.

• • •

**The leading PM Daily Newspaper
Eight Dialect Weekly Magazines
The Outstanding English Language Magazine
One schedule, complete coverage
Communicate with:**

RAMON ROCES PUBLICATIONS

MANILA • PHILIPPINES

New York Office:
Albert Capotosto
270 Park Ave., N. Y. 17, N. Y.
Tel: Murray Hill 8-4777

Publishers of THE EVENING NEWS • LIWAYWAY • KISLAP • ALIWAN • DAIGDIG
PILIPINO KOMIKS • BANNAWAG • BISAYA-HILIGAYNON • THE WOMAN'S HOME JOURNAL

ager, most of whom have had experience on daily newspapers. The paper has a circulation of 85,000 and is mailed to homes of employees.

The editors have quite a beat to cover, as the River Rouge plant embraces nearly 1,200 acres, to say nothing of homes of employees, which are scattered throughout the county that includes Detroit, Dearborn, and many other towns, villages, and farms. They receive copies of all executive releases, of course, work closely with the Ford News Bureau, and keep in close touch with all executives, both in the offices and in the plant. They also have some "bird dog" reporters among the employees. And they receive many letters and telephone calls. Each reporter has a regular beat and is thoroughly acquainted with his news sources. They keep abreast of improvements in the plant, keep informed of matters that affect employees, search out interesting people among employees, publicize suggestion plan winners, get the facts about new equipment, improvements in working conditions, and other matters which concern employees, then report the facts, simply and truthfully. They often are able to forestall or

correct false rumors by merely publishing the facts promptly.

The paper publishes no editorials and uses no contributed matter except from employees. It uses some cartoons, recipes, and household hints which are contributed by employees and pays for them.

Sports and recreational activities are given generous space.

Varied Woman's Page

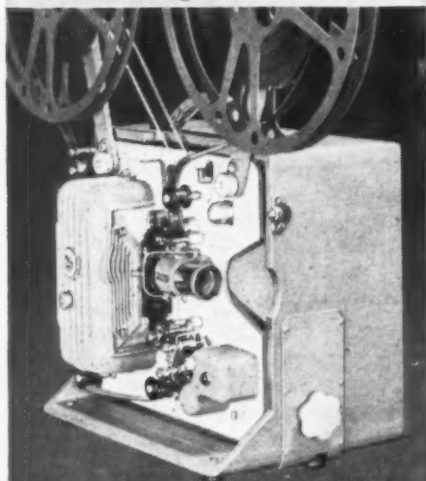
The women's page has a regular column of recipes and another of household hints, the latter being characterized by the heading, "Cutting Corners." The women's editor spends much time visiting employees' homes. Her calls are informal and without notice. She introduces herself, asks the womenfolk if they receive the *Rouge News*, if they read it, if they like it, what they like best about it, if they have any recipes or household hints which they consider worthy of publication, where their husbands work, how they like their job, and so on. If she learns of complaints, she reports these to Roberts and he has them investigated. The women's page also gives considerable space to women's styles.

The *Rouge News* at present is printed on 32-lb. newsprint in 7-point body type on a 9-point slug. For heads it uses modern sans serif (tempo) bold type on news pages and medium on women's pages. Top heads usually are 24-30-point and secondary heads, 18-point. Italics are used considerably in the latter.

Number of illustrations per issue averages about 20. These are 65-line, zinc engravings.

Each of 20 Ford plants now publishes an employee newspaper. All except the *Rouge News* are monthlies. Two of them, Richmond, Cal. and Louisville, Ky., received honorable mention in the recent contest, and the *Lincoln-Mercury News*, a publication designed for dealer readership, won second place in the color-letterpress section. All submit their copy to the Employee Relations Department at Dearborn for approval, but this department does not undertake to edit them. It merely takes care to avoid any errors in matters of policy. It also furnishes them some news which concerns employees in all plants, and occasionally supplies an insert such as a rotogravure section featuring new models.

- For Brightest
Clearest Pictures
- For Unsurpassed
Fidelity of Sound



The INCOMPARABLE*

DeVry "Bantam"

16mm. Sound-Silent PROJECTOR

The entirely new lighter-weight DeVry "Bantam" with projector, amplifier speaker and screen in one case. A 16mm, sound-silent projector that gives you: 100 to 2000 ft. film capacity. Positive film safety. Simple threading focusing, servicing. Pick-up weight for operating as low as 28 pounds. Adequate illumination (750-1000 watts) for projecting brilliant pictures in assembly hall or auditorium. Priced at only **\$345.00.**

Write for complete details on the "Bantam" or see an actual demonstration. DeVry Corporation, 1111 Armitage Avenue, Chicago 14, Illinois.

Make These Convincing Tests

COMPARE DeVRY'S
wow-free, flutter-free, hum-free ampli-
fication of a piano film.

Light-meter that
brilliance that floods
the screen's entire
surface.

DeVry

Prized member of the Motion Picture
Equipment Industry since 1913.

...SO MUCH IN ADDED SALES
FOR SO LITTLE EXTRA COST

Boost your sales with permanent, individual, ALL-PLASTIC price markers. Price and identify the product with the brand name. INTERCHANGEABLE numbers make possible any price combination. ALL-PLASTIC frame unaffected by time or usage. Sample, prices, sent upon written request.

KOVEE PLASTIC CO.

3753 N. Marshfield Ave.

Chicago 13, Ill.

Pepperell Hangs Out Latchstring in Biddeford

... and all the neighbors came. In fact, more than one-third of the population showed up to see what makes a big plant hum. Everything was planned and scheduled down to the last semi-colon in the local advertising columns.

Careful planning of details, a touch of showmanship, and plenty of publicity are the keys to success when you hold an open house celebration in your mill or factory, Pepperell Manufacturing Co., Boston, has discovered.

This well-known maker of sheets, blankets, rayons and other textiles recently had a four-day open house at its largest plant in Biddeford, Maine. The event was planned and directed by Lyman Smith, plant general manager, Maurice C. Roux, Biddeford personnel manager, and members of the company's advertising staff in Boston.

More than 5,000 men and women visited the plant during the four days. Since Biddeford is not a large city, this number represents approximately one-third of the adult population of Biddeford and its neighboring city, Saco.

The names of all the plant "tourists" were recorded as they went through and the record shows that persons with home addresses from 18 different states, two Canadian provinces, and three foreign countries saw the show.

A Holyoke, Mass., manufacturer, hearing about the affair, flew to the Biddeford airport and came down to look things over. He was planning a similar celebration at his own plant and wanted to see how it was done.

The Pepperell open house, first of its kind at a textile plant in Maine and probably one of the first ever held in New England, native hearth of the textile industry, was planned several months in advance. Two weeks prior to the opening, invitations to attend were sent to employees, local merchants and professional people, heads of social and fraternal clubs, school heads, teachers, public officials and others.

Each of the four days was given a special designation such as "Pepperell Employees' Day" and "York County Day." However, people came and went on any day that suited them

and that was all right with Pepperell officials.

The company advertised the open house with several insertions in local daily and weekly newspapers and also in Portland and Portsmouth, N. H., the nearest cities of substantial size. News publicity was employed both as advance promotion and during the open house period to keep local interest stimulated.

A giant banner stretched across the main street of Biddeford near the plant, inviting all people to come in and tour the plant, was an additional build-up.

At its Biddeford plant, Pepperell has a social hall which is used for company affairs and is loaned to community groups for such purposes as Red Cross and War Chest campaigns. Open house guests entered the plant at this point and saw first a complete presentation of Pepperell products attractively displayed.

In its five plants, the company makes over 100 different products and fabrics, some of which were previously little known to Biddeford employees and citizens since the local plant concentrates on sheets, blankets and blended fabrics. The hall had been especially decorated for the occasion and one aisle presented an ensemble of 10 different bedrooms, all fitted out with Pepperell products as they are used in the home. Merchants had loaned beds, mattresses, chairs and other props required for the display.

From the hall, visitors were taken to a waiting room whence they were escorted in small groups through the plant in a tour which averaged about one hour travel time. Trained guides, mostly supervisors of the Biddeford plant, were escorts. Each mill operation viewed was outlined briefly by the guide and in addition a large placard told the story in print.

At the exit, an hour later, the visitors had a chance to see an ancient hand loom in operation, contrasting with a modern power loom. A pack-

of booklets illustrating Pepperell history, products and operations was given to each departing guest.

While the show went on—there were afternoon and evening tours each day—the plant was in full operation. Nothing had been changed or shut down for the occasion.

That the Pepperell open house had served its purpose as an effective piece of employe and community relations was evident not only from the abundance of favorable comment which followed but also from a considerable flow of new applicants for work at the plant during the week.

O. S. U. Schedules Sales Confab Oct. 14

Major marketing ideas will be reviewed at Ohio State sales meeting.

Plans for the annual sales management conference sponsored by The Ohio State University and Sales Executives Clubs of Ohio and neighboring states, have been completed. The conference will meet at Deshler-Wallick Hotel, Columbus, Oct. 14.

The first topic for the morning session will be "Basic Values in the Making of a Salesman." Dr. Samuel N. Stevens, president, Grinnell College, will be the speaker. The second topic will be "The Sales Meeting as a Training Aid." Wallace Strathern, director of training, Eastern Gas and Fuel Association, Boston, will speak.

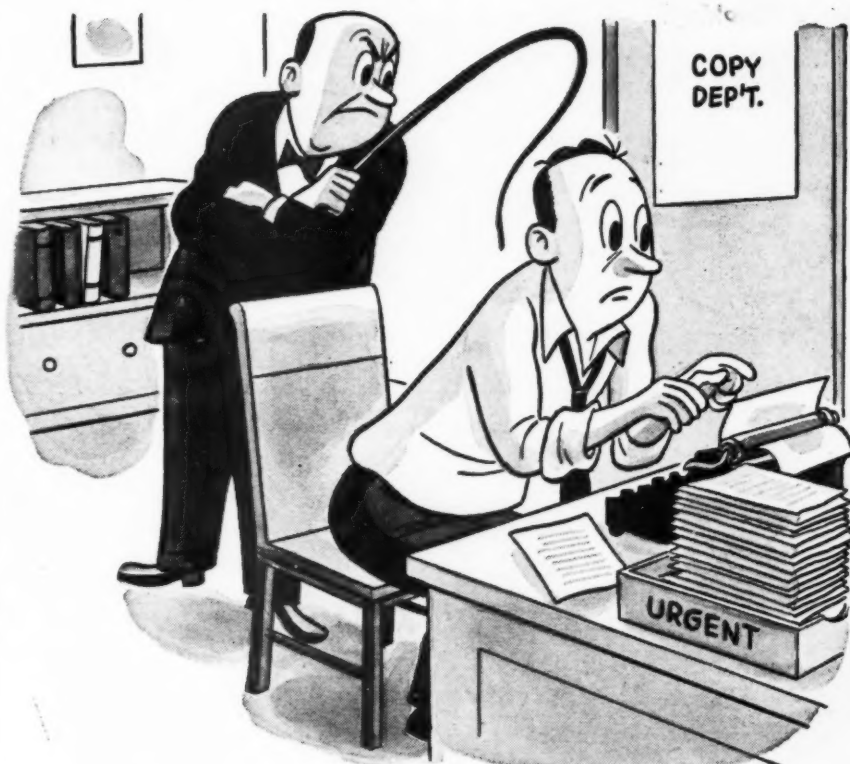
At the luncheon session F. A. Kaiser, vice-president, Detroit-Michigan Stove Co., will discuss "The Man in Salesmanship."

There will be two afternoon sessions: "Marketing Industrial Goods," and "Marketing Consumer Goods." First topic of the Marketing Industrial Goods session will be "Forecasting the Sales of Industrial Goods." The speaker: James C. Olson, Booz, Allen & Hamilton, New York City. Second topic, "Determining the Attitudes of Sales Personnel," will feature an address by Guy B. Arthur, Jr., consultant.

"Marketing Consumer Goods," second afternoon session, will also have two topics under discussion. Richard H. Moulton, General Foods Corp., New York City, will speak on "Forecasting the Sales of Consumer Goods," and A. M. Stoeber, Swift & Co., Chicago, will talk on "Attitude and Orders."

The closing session of the conference, the dinner session, will have Alfred Schindler as its speaker. Mr. Schindler's topic will be "Unfinished Business for the Sales Manager."

Need more time on the job ?



Use Air Express to ship and receive plates and printed matter, sales promotion material and presentations. You'll slash whole days off transit time. When Air Express is used in *all stages* of production, you can take the time to do a better job and still make every deadline.

You get door-to-door service included in the low Air Express rates. And because shipments go on every Scheduled Airline flight, it's the fastest possible way to keep things moving. Specify Air Express regularly.

Specify Air Express—World's Fastest Shipping Service

- Low rates—special pick-up and delivery in principal U. S. towns and cities at no extra cost.
- Moves on all flights of all Scheduled Airlines.
- Air-rail between 22,000 off-airline offices.

True case history: New York firm regularly sends new sales brochures to dealers by Air Express. Gets orders in faster—saves days of transit time. Typical shipment (52 lbs.) picked up 7 P.M., delivered Des Moines, Iowa, 11:25 A.M. next day. 1030 miles, Air Express charge only \$15.96. Any distance similarly inexpensive. Phone local Air Express Division, Railway Express Agency, for fast shipping action.



AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE
SCHEDULED AIRLINES OF THE U. S.

Promotion

What's Cooking?

The *Chicago Sun-Times* has another of its authoritative Pantry Polls (This one is number nine.) ready for mailing. Research for the report on the grocery brands being chosen by 400 representative Chicago housewives was conducted by Medill School of Journalism, Northwestern University, in April of this year. Data, in general, show no striking differences from that gathered in De-

cember of '47. Write M. G. Barker, promotion director of the newspaper.

California Consumers

One of the most elaborate and tremendous studies on consumer purchases made in the United States this year is the one prepared by McClatchy Newspapers, Sacramento, 4, Calif. The survey covering the Sacramento, Modesto and Fresno areas, is modeled on the famous *Milwaukee Journal* studies; this is the second edition of the McClatchy project. It is tabbed individually for easier study of the three separate markets. Cali-

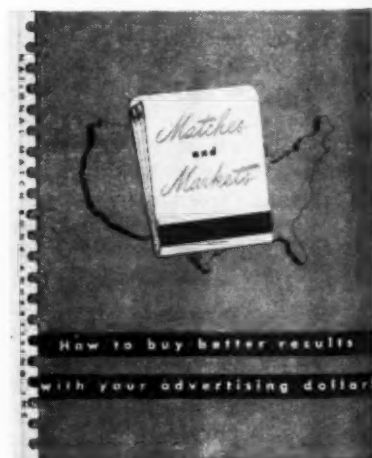
fornia's food pattern is interesting: more wine and more honey in cooking; a definite preference for canned baby foods.

Another Analysis

The third consumer analysis to cross our desk this month is one from *The Omaha World-Herald*. Like the other studies reviewed above, this is a detailed and excellent report. It is the fourth study which the newspaper has prepared on its market and the analysis follows six broad outlines: foods, soaps, toiletries, beverages, homes, home equipment, and general. The report, with 288 pages, is well illustrated and sources are listed. Buying power is charted by rental groups. One significant fact: 87.4% of all families buy meats from the same store in which they purchase other foods.

"Matches and Markets"

This is the first of a series of research studies to be released by National Match Book Advertising, Inc. N.M.B.A. is the new, independent sales agency for match book advertising space. The book is a graphic analysis of market conditions and factors pertaining to mass market advertising. There are color maps of retail sales variations by counties and population density and a graph depicting domestic consumption of cigarettes and match books since 1935. Also case histories of match book advertisers and a flow chart of distribution of match book advertising under the modernized N.M.B.A. control system. N.M.B.A. is at 506 South Wabash Avenue, Chicago, 5.



MATCH THIS . . . for complete information on match book advertising space. This is the first study by N.M.B.A.

THE HAIRE PUBLISHING COMPANY

announces the purchase of

COSMETICS

and

TOILETRIES TRENDS



and their consolidation into one single merchandising business magazine to most efficiently serve the buyers in this field . . . and to simplify the advertisers' problem in reaching the full buying power of these industries

The new magazine will be known as

Cosmetics and Toiletries

It will appear monthly beginning with the SEPTEMBER 1948 issue



Our aim is to make this new magazine "The Business Paper of the Industry"



HAIRE MERCHANDISING PUBLICATIONS

1170 BROADWAY • NEW YORK 1, N. Y. • MUrray Hill 3-8700

HOUSE FURNISHING REVIEW • HOME FURNISHINGS MERCHANDISING • CROCKERY AND GLASS JOURNAL
LINENS AND DOMESTICS • CORSET AND UNDERWEAR REVIEW • INFANTS' & CHILDREN'S REVIEW
HANDBAG BUYER • FASHION ACCESSORIES • LUGGAGE & LEATHER GOODS • NOTION & NOVELTY REVIEW

Power Company's Contest Sparks Better Farming

BY DAVID MARKSTEIN

It's a form of public service advertising conducted in the belief that promotion which increases the knowledge of scientific farming by Southern farmers will help to enlarge purchasing power for electric power and power equipment.

It was a fall day in Little Rock, Ark., state capital and headquarters of the Arkansas Power and Light Co. Up to the platform strode a farmer to receive the award as "top farmer of Arkansas." He drew a big round of applause. The farmer had only one arm.

Then in turn, other farmers received awards for their achievements in agriculture. One family of five was presented with a special award in the tenant division, for carrying out a sound program despite the loss of their home by fire and other personal hardships.

Who gave these awards? Was it a state university? An agricultural association? Or a public spirited fat cat? It was none of these. It was a public utility company that is building the firmest kind of good community relations by the simple means of helping farms of the state learn how to make more money.

The utility is the Arkansas Power and Light Co. Under President C. Hamilton ("Ham") Moses, a civic figure who has a long history of gettings things done for Arkansas, both by his own efforts and by the efforts of the utility company he heads, Arkansas Power and Light Co. embarked in 1947 on a program of helping farms of the state learn how to make more money.

It is not enough, however, merely to teach them, Mr. Moses believes. State universities and county agents of the United States Department of Agriculture for years have been doing a top notch job in that line. Instead of teaching, it was decided to sell farmers on improving their circumstances by taking advantage of the facilities and advice available to them under existing programs.

To that end, the utility consulted officials of the Arkansas Press Association for ideas. Executives of the two organizations put their heads together and came up with a plan

that, in 1947, embraced over 14,000 farm families of Arkansas and is expected to touch—and benefit—more than 25,000 rural families this year. The plan: A contest, to offer solid incentives to farmers for following advice tendered them by the state university's extension service and by county agents.

This contest was blueprinted to encourage farmers to adopt better farming and home making practices. It covers all phases of agricultural life—forestry, soil conservation, improved breeds of livestock, and better feeding.

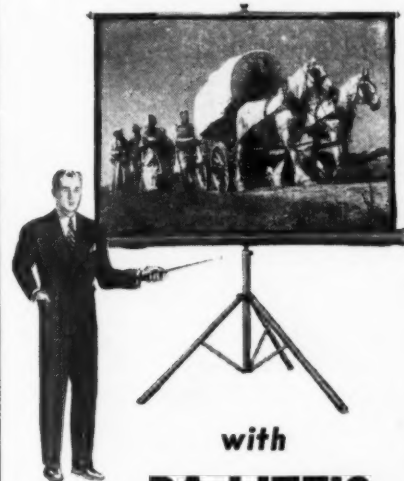
Promotion and publicity for the contest were handled by the Arkansas Press Association. Arkansas Power & Light Co. provided prize money, paid expenses of all county winners to the awards banquet and was host at the banquet.

Two members of the company's Rural Development Department spent all of their time during two months in the spring and two months in the fall on personal field work on the project, but the real credit for the widespread participation in the contest is given to the Arkansas Agricultural Extension Service workers and the people of the Farm Home Administration. Both of these groups gave the contest their wholehearted support.

Approximately 14,000 farm families in all counties of the state participated in the 1947 contests. Final awards were made at an all-day meeting in Little Rock. The sessions were attended by 366 farmers and farmers' wives (40 of them had never before been to Little Rock). In the Negro division, 303 farmers attended the awards banquet.

Each entry told a similar story, the story of a desire to get ahead, to be a good farmer, have a better home and a better living, and to make more money, thus contributing to the state's over-all economy.

"Dress Up" YOUR SHOW



with

DA-LITE'S

HANDSOME, NEW

PICTURE KING

Here's a screen that adds "eye appeal" to every presentation. The smart appearance of Da-Lite's 40th Anniversary Model instantly creates the right impression. It associates your product or service with quality even before your sales film is projected.

The smooth operation of the Picture King gets your show started promptly . . . And the finer picture surface of this model, reflecting more light to wider angles, puts your message across clearly, brilliantly and more effectively.

Before you buy any large tripod screen, see the Picture King and compare! No other has its fabric protecting "No Rub" Octagon case, slat lock, slat plug and slat collar. Comes in seven popular sizes and prices.

45" x 60"	\$48.75	70" x 70"	\$62.00
60" x 60"	52.75	63" x 84"	83.00
52" x 70"	55.00	84" x 84"	90.00
		72" x 96"	\$95.00

Ask your dealer for the handsome, new Picture King—first choice for Ruggedness, Beauty, Balance and Easy Handling! Write for descriptive circulars!



DA-LITE SCREEN COMPANY

2705 N. PULASKI ROAD • CHICAGO 39, ILLINOIS

Auto Expenses Run 5½ to 6 Cents Per Mile on General Foods Fleet

An item-by-item breakdown of the costs of traveling salesmen by car in 1948 shows General Foods Corp. is paying 57½% more than in 1940 for operating over 1,100 cars.

To operate its nation-wide fleet of over 1,100 company-owned Plymouth business coupes—plus a few other makes and models—as transportation for its salesmen, General Foods Sales Division, General Foods Corp., New York City, now pays an average of

5½ cents per mile.

This 5½ cents per mile is the cost of owning, operating, maintaining and depreciating an average of 1,108 cars running 4,767,701 miles in the second quarter of 1948. The cost of operating 1,070 cars in the first quar-

ter was 0.060 cents per mile.

But don't jump to the conclusion that costs are going down. Seasonal costs, such as license tags, anti-freeze, run costs up in the first and fourth quarters. So you can not project the year's average from any single quarter.

At 5½ cents per mile, the cost of traveling salesmen is now 57½% more for General Foods than the cost in 1940, the best prewar year on which to make a fair comparison. In 1940, the per mile cost was 0.039 cents.

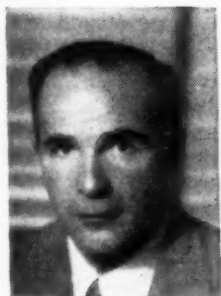
Salesmen's Auto Expenses on General Foods Fleet

	1940	1946	1947	1948 1st Quarter	1948 2nd Quarter
Average number cars in operation	1,175	963	1,064	1,070	1,108
Mileage	21,865,102	12,941,373	16,403,163	4,111,405	4,767,701
Gasoline	\$268,787 (0.0123)	\$184,115 (0.0142)	\$254,613 (0.0155)	\$75,607 (0.018)	\$82,564 (0.017)
Lubrication	\$40,281 (0.0019)	\$30,502 (0.0024)	\$35,261 (0.0021)	\$9,254 (0.002)	\$11,577 (0.003)
Storage	\$78,297 (0.0035)	\$73,515 (0.0057)	\$87,091 (0.0053)	\$24,959 (0.006)	\$25,711 (0.006)
Repairs:					
Mechanical	\$40,812 (0.0019)	\$67,003 (0.0052)	\$38,795 (0.0024)	\$12,736 (0.003)	\$14,699 (0.003)
Body	\$13,421 (0.0006)	\$14,613 (0.0011)	\$17,965 (0.0011)	\$7,957 (0.002)	\$6,033 (0.001)
Miscellaneous (washing, etc.)	\$56,289 (0.0027)	\$41,951 (0.0032)	\$60,058 (0.0037)	\$21,975 (0.005)	\$15,457 (0.003)
Tires and Tubes	\$46,998 (0.0021)	\$19,842 (0.0015)	\$23,929 (0.0015)	\$7,653 (0.002)	\$11,207 (0.002)
License, Insurance and Depreciation	\$215,785 (0.0099)	\$57,922 (0.0045)	\$321,443 (0.0196)	\$86,866* (0.022)	\$93,102 (0.020)
Total Operating Costs	\$762,670	\$489,463	\$839,155	\$247,007	\$260,350
Cost per mile	(0.0349)	(0.0378)	(0.0512)	(0.060)	(0.055)

* Depreciation taken at 25%; in previous years, 30%.



You ASKED THESE PERTINENT QUESTIONS ABOUT CHICAGO HERALD-AMERICAN READERS



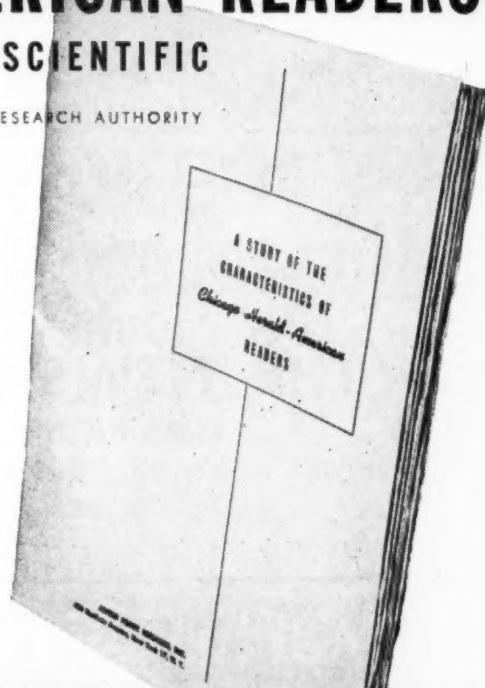
ALFRED POLITZ
Winner of the American Marketing
Association's "Leadership in Mar-
keting" Award in 1947 and 1948.

HERE ARE THE ANSWERS IN A SCIENTIFIC
STUDY BY ALFRED POLITZ

NOTED RESEARCH AUTHORITY

TO GIVE advertisers usable informa-
tion about the kind of people who
read the Chicago Herald-American,
Alfred Politz, Research Inc., has com-
pleted an exhaustive and accurate survey
of its readers.

This study employed the improved sampling techniques which earned the American Marketing Association's top awards for Alfred Politz. It makes available, for the first time, vital information on every segment of the Herald-American reader audience in the rich metropolitan Chicago market area. It offers factual data never before available for determining penetration, influence and specific audience potential of advertising directed to the largest evening newspaper audience in Chicago. The findings are complete, unbiased, and substantiated by known factors.



HERE ARE THE ANSWERS . . . This survey was made for you. It answers the questions most frequently asked by advertisers. Write, phone or wire the Chicago Herald-American or Hearst Advertising Service to arrange to see the complete fact-filled study, "Characteristics of Chicago Herald-American Readers."

Chicago HERALD-AMERICAN

EVENING AND SUNDAY—when the whole family is together!

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE
SEPTEMBER 15, 1948

BIG TOWN

Big Town, Indiana, population 58,205. Every town of over 50,000 pop. merits consideration as a market. And you get the equivalent of this extra city on your advertising schedule when you use The News-Sentinel—for it reaches *16,630 more homes than does Fort Wayne's morning newspaper.

(*ABC-12-31-47)

Write for new 1948 Market Map.

The News-Sentinel is read in 97.8% of all homes in Fort Wayne every weekday.

THE NEWS-SENTINEL

FORT WAYNE, INDIANA

ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

Marty DeVictor

If Marty had a middle name it would be "Versatile". His gay and carefree personality adds the spice of life to any program whether it is spinning records, special events or straight announcing. DeVictor's years of experience before the microphone make "Marty's Party" popular with WBNS families representing top buying power in Central Ohio.



COVERS
CENTRAL OHIO

Ask John Blair



WBNS

POWER 5000 D • 1000 N • CBS

In 1942, due to low mileage, the average cost per mile rose to 0.0686 cents per mile.

Current operating figures are much more realistic than figures for 1946 and 1947, when many cars were still running after they had been fully depreciated. Then, too, old cars, due to higher auto prices, brought a better resale price than expected.

All figures in the table on this page are not directly comparable year-for-year. The rate of depreciation was reduced on January 1, 1948 to 25%. Previously, it was 30% per year.

General Foods disposes of its cars after they've run 40,000 miles, or every two years, whichever comes first. Obviously, during the war years, no replacement cars were available, so many cars ran far beyond their normal life. Consequently, in the war years, maintenance costs rose.

Driver's Discretion

Salesmen driving General Foods cars have considerable discretion in their car maintenance. For instance, cars are stored in both public and private garages, depending upon the territory. Salesmen choose the stations from which they wish to buy gasoline, oil and lubrication. Cars are washed as needed. As can be seen from the figures, the cost of car washing and incidental expenses (replacing headlight bulb, etc.) amounts to a substantial sum.

General Foods provides all salesmen driving company cars with "courtesy cards," making it possible for them to purchase tires and tubes through local dealers of a nationally known tire company.

The company reimburses its salesmen each week for all auto expenses, except for personal use mileage.

Operations of General Foods Sales Division's auto fleet are covered by Standard Practice Procedure manuals.

Rules and regulations for operation of the huge General Foods fleet have been worked out after years of experience with traveling salesmen in all parts of the Nation throughout the year.

It has been found that best results come from the procedure as now outlined. This covers length of automobile ownership, freedom of salesman to buy gasoline, oil and lubrication wherever they choose, and the handling of washing and other incidental expenses.

The current fleet now numbers in the neighborhood of 1,200 Plymouth business coupes plus a few other kinds and models. The size of the fleet now tops pre-war.

SALES MANAGEMENT

Aldens Issues Handbook Of Executive Duties

"For Executives" is an informal primer of management's executive duties and responsibilities. It follows pattern of employe manuals.

Many companies issue booklets for employes on how they can improve themselves and do a better over-all job. Aldens, Inc., Chicago, formerly Chicago Mail Order Co., has given the booklet idea a new audience—company executives.

In a pocket-size booklet, "For Executives," Aldens discusses the relationship of Aldens executives to each other and to the company. Aldens also tackles the leadership problem.

In the preface, Aldens states: "A good manager must be both an executive and a leader. The two things are not the same, because our experience indicates that some men are outstanding executives but poor leaders, and vice versa.

Is Executive and Leader

"The executive part of a manager's job includes planning, organization, delegation, control, and supervision. The leadership part of his job involves stimulating and vitalizing the employes in his department and spurring them on to higher levels of attainment.

"Without leadership, the job of management is incomplete. The manager who is also a leader realizes that stimulating and vitalizing his organization are essential. He is able in his ordinary contacts with individual employes to infuse into them an enthusiasm for their work and a positive desire to give every ounce of effort of which they are capable. 'He's a swell guy to work for' is the tribute an executive gets when he rises to the level of the leader.

"Leadership is exercised at the points the manager comes into direct contact with his employes. It is through these direct contacts that employes form their impression of him as a manager and as a person. It is through these contacts, too, that is largely determined the kind of attitudes they will take toward their jobs, and on their attitudes depend whether their work will be apathetic and slipshod or energetic and enthusiastic."

In the booklet, all organization levels are defined, starting with the stockholders down to the section managers and unit supervisors. The titles and nomenclature of officers and executives are classified and thoroughly explained.

In the organization chart, stockholders are called the owners; the board of directors exercise the trusteeship function as the owners' representative; and the president and directors of divisions are the general management team.

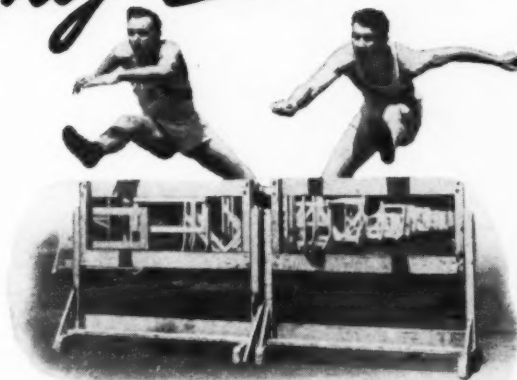
Aldens explains in clear terms its executive policies, regulations and services.

The booklet has an important paragraph on public relations. It says, among other things, "Meet people outside Aldens who are doing your kind of job. Join a trade association and be active in it. Be active in community and civic welfare.

"Executives are encouraged to enter community affairs which will advance the company's interests."

All policies, regulations and services are indexed in the handbook for easy reference.

*Only **ONE** can win!*



In SAN DIEGO The UNION and TRIBUNE-SUN will put your product out front

In San Diego. put your "selling money" in the top selling medium... The San Diego Union and Tribune-Sun. Just *one* schedule in these papers covers 88.86% of newspaper homes daily; 84.29% Sunday. Get the impact of concentrated dollars... in the *one* medium that gives you a winner morning... evening... Sundays!

— Figures from recent independent survey.

Just one "buy" and you cover a major western market completely. Ask the West-Holliday man!

"All the News with Partiality to None"

San Diego

UNION and TRIBUNE-SUN

Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

for
HOT INFORMATION
ON
TOP STATIONS
in
TOP MARKETS...

ask your
JOHN BLAIR
man!

**JOHN
BLAIR
& COMPANY**

REPRESENTING LEADING RADIO STATIONS
Offices in Chicago • New York • Detroit
St. Louis • Los Angeles • San Francisco



RICHER?

Choose a market where people can buy! The North Shore market is *wealthy* (annual income \$142,587,468) and *large* (Pop.—over 300,000). The LYNN ITEM, Lynn's oldest newspaper, with largest circulation and greatest advertising volume, is your best route to this richer market!

GET RESULTS

IN THE

LYNN ITEM

The only A.B.C. newspaper in Lynn

Represented by Small, Brower and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO LOS ANGELES

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

178—Cost of Keeping Salesmen in the Field Rises 40-50% Since 1939. (A new survey.) (Price 10c)

175—Unionization of Salesmen. (A portfolio of six case-study articles.) (Price 50c)

ADVERTISING

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

MANPOWER PROBLEMS

161—Why I Lost That Order. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhart. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

177—A Current List of Selected Information Sources. (Compiled under the direction of Peter B. B. Andrews.) (Price 25c)

Animated Display Sells Wallets for Aristocrat

To demonstrate the secret compartment in its new wallet, which hides and divides your large bills, Aristocrat Leather Products is using motion displays in key railway stations.



Reported to be the first handbag and wallet manufacturer to use a motion display, Aristocrat Leather Products, Inc., New York City, is presenting the first of a series of motion displays in a nationwide hook-up with the Baltimore & Ohio Railroad.

The display, executed by Macmullen Associates, Inc., is 9 by 7 feet in size and is located over the ticket office of the B & O station in Philadelphia. The hand of the model holds the "Inner Sanctum" pocket for a moment, then slips it back into its secret compartment. As she does this, the caption of the display tells the story of the secret compartment with the words, "Now you see it—now you don't."

The display is built to house fluorescent illumination and outlet plugs. The frame is solid wood finished in lacquer. The background panel incorporates a sepia color photograph enlargement of the girl. The hand and wallet are a combination of photographic enlargement and bar-relief construction, and the Inner Sanctum area is activated by a motor-driven mechanism which lifts and drops the area.

Inner Sanctum lettering is designed in cut-out wood letters. Additional lettering is designed on translucent Plexiglas. The company name is incorporated in shadowbox construction faced with acetate, creating an illuminated pierced type of letter. The colors are: frame, maroon and gray; background panel, natural photograph color; wallet, reddish with combination black and red lettering.

Teamed with the opening of the display are advertisements in business papers designed on the theme, "Climb aboard—the gray train!" Reiss Advertising is the agency.

10,000

Floor Covering

Top Buyers

Read

RUG PROFITS

Every Month

They buy 85% of the total volume of carpet, rugs, cotton floor coverings, linoleum, felt - base, plastics and rubber floor coverings and accessories sold annually. RUG PROFITS, the only specialty floor covering paper, is read by the men who sign these orders.

RUG PROFITS

Founded, 1928

The Floor Covering
Buyers Magazine

386 Fourth Ave., New York 16

Le-2-1760



We Shipped 3,380 Screens Without Orders . . . Dealers Bought 89%

Based on an interview with

O. N. WILTON,

Vice-President in Charge of Sales, Da-Lite Screen Co., Inc.

Da-Lite Screen's let's-take-a-chance gamble with dealers paid off handsomely. It focused attention on Da-Lite's new easy-to-carry carton for movie screens and upped the unit price of sale. It also helped weed out its mailing list.

Habit all too often becomes a trap for the feet of salesmen. Habit can be many things but usually it means following the line of least resistance. To follow a habit means getting into a rut. Habit in selling can spread from dealer salesmen to dealerships and on to distributors. It can even reach on to manufacturers and shackle them. Very often, even in the best of organizations, there comes a time when everyone down the line must be shaken out of old, established practices.

Early this year executives of Da-Lite Screen Co., Inc., Chicago, 39 years old and a large manufacturer of motion picture screens, decided that the time had come to do a bit of shaking up.

"Dealer salesmen everywhere, or so it seemed to us, whenever a prospect showed up, would automatically get out and show a 30 x 40 inch screen, lowest price unit in our line," recalls O. N. Wilton, vice-president in charge of sales. "Listed at only \$12, it was easy for the salesman to say that it was the 'lowest priced' screen and add that it would 'do a good job.' That made closing easy but, we felt, it wasn't doing a sales job. Why not go after sales of our new Challenger screens which, bigger and better, cost not too much more. That would boost the unit of sale, give the dealer more profit and the user a better picture."

While checking up on habits, the management decided to do a bit of research on itself. One point, under consideration for several years, had to do with better packaging. This had been contemplated for a long time but had been held up by material shortages due to the war. An-

other sore spot was the company's mailing list.

It was suspected that the mailing list, many thousands of names, in the 39 years that it had been in process of building up, might easily hold a considerable percentage of dead wood. People get onto mailing lists for all manner of reasons. They may sell a competing line and so want to keep an eye on you; they may have been active at one time but now are out of the picture; they can be merely nosey folk or those who "like to get mail." There can be endless reasons.

Any sales manager knows how small are the results if he gets out a mailing enclosing a return envelope or post card, reply postage paid, asking the recipients to let him know if they are still interested in his line. They just don't take the trouble to answer.

Da-Lite's problem on this score was increased because, while it has continuously sent out copious direct mailings, its sales to dealers ordinarily are routed through distributors.

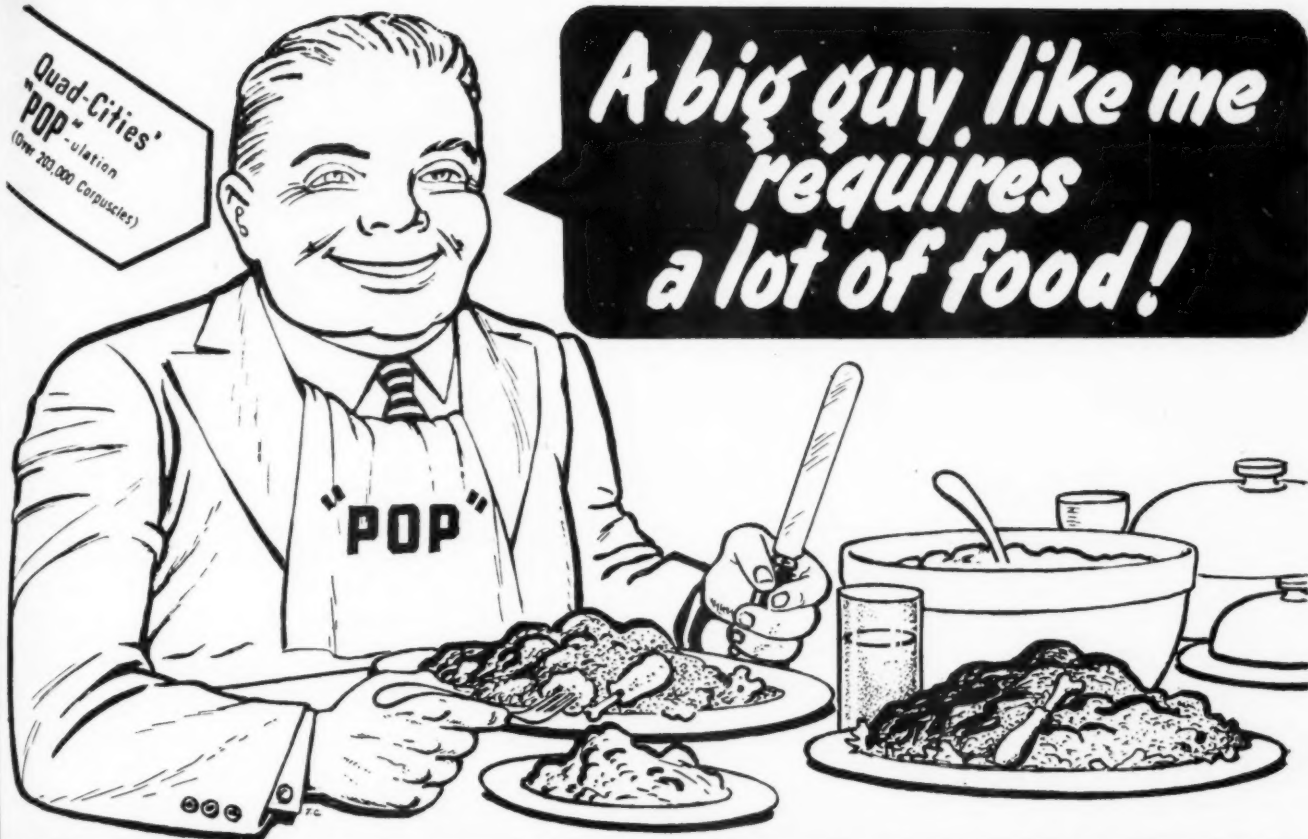
It will be seen that the Da-Lite management had three nuts it wanted to crack. They were:

1. To put into the hands of dealers one of the new shipping packages

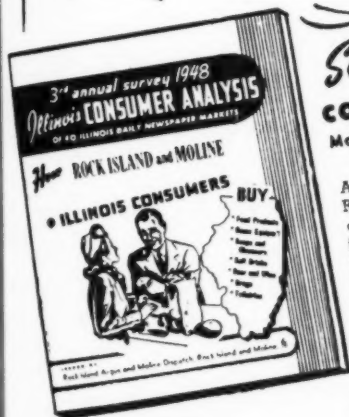


CENTER GRIP: Da-Lite's new combined shipping and carrying carton provides a hand hold in the center for ease in balancing and carrying screens, always unwieldy to handle.

Quad-Cities' "POP" -ulation (Over 200,000 Corporates)



ROCK ISLAND-MOLINE-EAST MOLINE, ILL.-DAVENPORT, IOWA



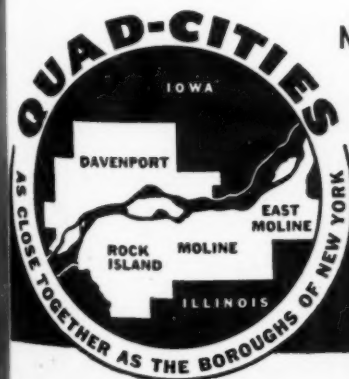
Send for 1948
CONSUMER ANALYSIS
Moline, Rock Island, Ill.

A city-wide survey in Moline, Rock Island, and East Moline of buying habits, brand preferences and dealer distribution of grocery, drug, beverage, cosmetic and appliance products. Your free copy will be sent on request. Write to either newspaper below.

Cultivate the appetites of Quad-Cities' 65 thousand families for your product, then watch your brand move off the store shelves in *quantity*. For the Quad-Cities is a *volume* market . . . one that skyrockets sales curve upward at a sharp angle. Hundreds of national advertisers have found the Quad-City market to be responsive . . . and profitable.

In beaming your sales message to the Quad-Cities, it pays to remember that nearly 60% of Quad-Cities' population live on the Illinois side, where the Argus-Dispatch newspapers are read 8 to 1 over any other daily paper.

National Representatives — The Allen Klapp Company



MOLINE DISPATCH and ROCK ISLAND ARGUS

and do it in a way that would make a strong impression on them.

2. To put a sample of the new Challenger screen, in 37 x 50 or 50 x 50 inch size, selling at higher prices, in the hands of dealers.

3. To get a real check on that mailing list and do it in a way that would get results.

After much thought and some misgivings, a cross section of 3,380 dealer names was lifted out of the company's direct-mail mail list. To each dealer, Da-Lite shipped one Chal-

lenger screen—without order.

The sales department then sent an invoice with a covering letter, timed to arrive at just about the day the screen would be delivered. This letter, signed personally by Chester C. Cooley, president, read as follows:

The Inside Story

"Behind the attached invoice lies a story. Because it revolves around you—a valued Da-Lite customer—we hope you will understand our

taking the liberty to ship you a screen you did not order. The sample bears a special label. If it does not come to your attention soon, will you please check with your receiving room?

"For years, our dealers have offered suggestions about screen packaging. Perhaps you thought these comments went unheeded. Definitely not, as you will realize after examining the new 'double' Challenger package. We took your advice very seriously. Our aim was to combine protection in shipment with eye-appeal and sales message in the sales room. Please study the many features and let us have your comments.

"From now on, all 30"x40", 40"x40", 37"x50" and 50"x50" Challengers will leave the factory in the new carton. We sincerely hope this will produce more sales and less shipping damage. We want to make it 'easy' for you to sell and service Da-Lite screens.

New Tag, Too

"You will also be interested in the new Challenger instruction tag. A sample is inclosed. Through the pictures used, the prospective buyer sees at a glance how simply the screen operates. Space is provided for size and price. This will help sell screens on display. If more are needed please advise us.

"The sample was shipped prepaid and at the 12 quantity maximum discount. Hoping you would want to be among the first to see it, we could think of no better way to introduce the new package. If you feel we have acted unwisely, please feel free to return this screen collect for credit."

What happened? Take a firm seat in your chair and hold on!

Out of the 3,380 screens shipped, all unordered, 2,994 were kept and paid for; 386 were returned with various explanations, many of them revealing. Because of the money involved, the chaff in the mailing list quickly came to the surface. Almost without exception those returning the screens went into detailed reasons why. Almost without exception the 386 who returned the screens should have been off the mailing list long ago or never should have been on it.

"Remember this," warns Mr. Wilton. "We actually placed 2,994 sample screens and packages without the expense or time that would have been consumed by salesmen. There was little cost to us except for the return charges on those we got back. Besides, it did something else—it gave us a perfect test of the shipping performance of our new package. Each returned package took the



San Franciscans Have More Spending Money Than Almost Anybody*

*Of the nation's 200 largest cities, San Francisco is first in per capita net effective buying income. Source: SALES MANAGEMENT'S Survey of Buying Power dated May 10, 1948.

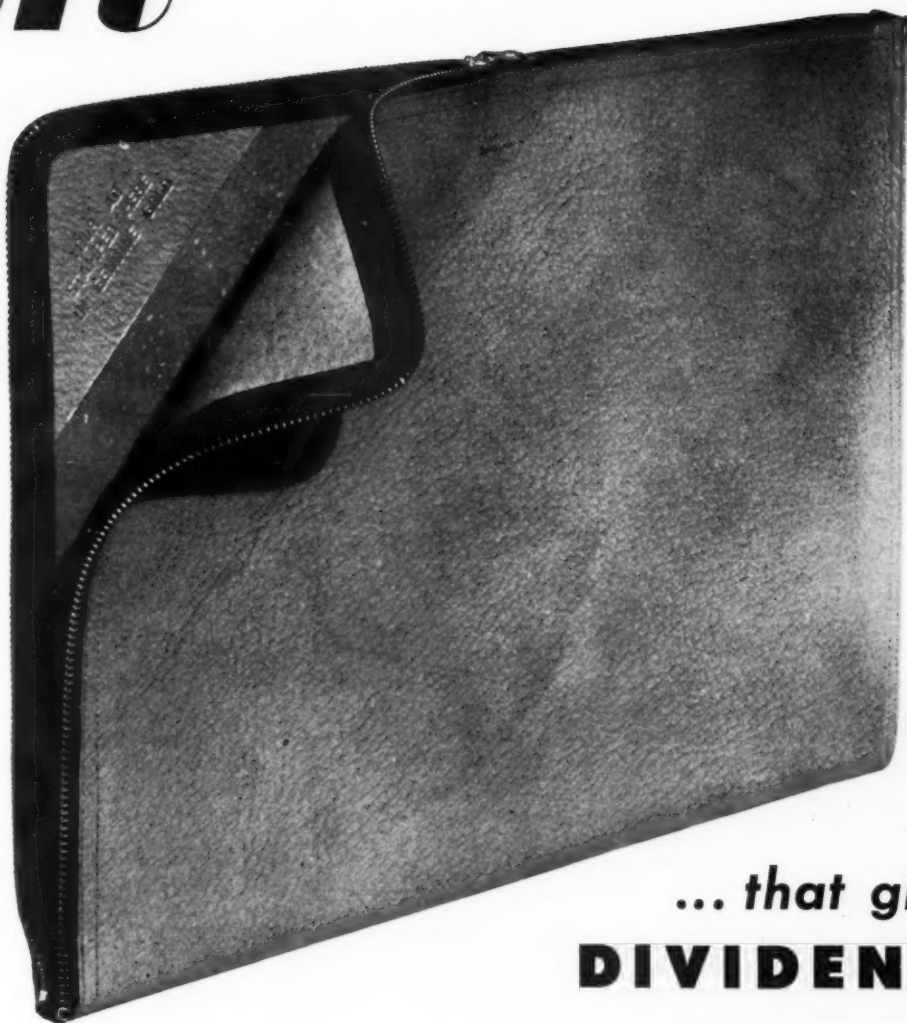
AND ONE COLUMBIA STATION
SERVES THEM ALL



Represented Nationally by Edward Petry & Co. Inc.

Pacific Agricultural Foundation, Ltd.
San Jose, California.

It's a Gift



**Actual Size
15" x 11"**

*... that gives
DIVIDENDS
to the giver*

This beautiful genuine Pigskin Zipper Case has the touch of the well considered gift . . . for your good customers . . . for sales contest prizes . . . for sales meeting mementos . . . for any purpose where a fine, useful gift is desirable . . . and the cost is lower than you think. Let us know how many you need and we'll give you full cost information promptly.

ADVERTISING CORPORATION OF AMERICA
TWO PARK AVENUE • NEW YORK 16
Factory • Easthampton, Massachusetts

bumps of two trips, one out and one back, and we now know through those 386 tests that the shipping carton will take it."

Motion picture screens of necessity are shipped in awkward packages. The Da-Lite cartons measure 5x3½ inches and may run more than 60 inches long. Because of this unusual shape they often must stand hard handling. They may be a long time in transit. Da-Lite ships to every civilized country on the globe and to many that aren't too civilized. They must arrive in perfect shape. Dealers everywhere have never been backward in the matter of claiming damages.

More, the ultimate buyer has always found a screen unwillingly to handle and as user he is called on to lug it to meetings in hotel rooms, lodge rooms, halls and various other places where it is used for showings. He has lugged, tugged and fumbled with it endlessly.

The new Challenger package consists of a tough outer carton made of a specially manufactured hard surfaced paper board. It's so tough that it will take almost any licks that are given it in transit. If it is scuffed or dented in shipment, no matter. The dealer takes the inner carton out of it and throws the outer one away. It's for utility purposes only.

Then he has a bright, fresh, neatly imprinted carton which is delivered to the buyer when the sale is made. Lift a flap at the center, on one side of the carton, stick a finger into the slot and out comes the metal handle

of the screen case. When this is gripped, the package balances nicely and most of the old carrying difficulties are eliminated.

"This test campaign was so successful, bringing so many sales of a larger size of screen, and the cost was so low in comparison to the result, that we are recommending it to

all of our distributors," explains Mr. Wilton. "We feel that we have found a way to shake ourselves, our distributors, our dealers and the dealer salesmen out of the rut of habit and get their minds on our newer and larger screens and the new package which, we think, should help sell our screens."

Behind the Scenes of Survey on High Prices

This survey which finds "Consumers Growl and Get Tough" duplicates 1947 survey on buyers' views on price, quality.

This study was designed to resemble as closely as possible the National Analysts purchasing study conducted for SALES MANAGEMENT in the summer of 1947. Care was exercised to maintain a similar sampling plan, using identical cities, identical field interviewing techniques, as well as completely uniform questionnaires and tabulating methods.*

As explained in the 1947 report, the sampling plan for the study was "rough" in the sense that SALES MANAGEMENT did not expect a precise measurement, but wanted, rather, a rough approximation of public opinion and behavior.

Interviews were made in 10 cities, controlled specifically by standard of living and approximately by age and sex. Interviews were conducted on the street and in office buildings. The

following table indicates the similarity of the 1947 and 1948 samples:

Cities	1947	1948
Boston	100	100
Philadelphia	100	99
Atlanta	101	101
Cleveland	100	100
St. Louis	100	100
Dallas	103	103
Minneapolis	100	99
Denver	101	100
Seattle	101	100
San Francisco	100	101
Total	1,006	1,003

Sex		
Male	46.2%	45.6%
Female	53.8	54.4

Standard of Living		
A	10.1%	10.0%
B	30.2	29.7
C	39.5	39.8
D	20.2	20.5

Estimated Age		
20-34 years	32.1%	30.7%
35-44	35.6	37.3
45 and over	32.3	32.0

The only change made in the current survey was a set of additional questions covering attitudes of retail salespeople, buying wants vs. intents, etc.

* See "Consumers Growl and Get Tough in Face of High Prices," p. 37.



Your old Friend
"W. S. ELLIS"
Presents

LISTEN
LOOK

THE NEW
IN
SOUTHWEST VIRGINIA'S
RICH INDUSTRIAL
AND AGRICULTURAL
MARKET

610 Kc - 1000 Watts
WSLS-FM, COVERING 26,000
SQUARE MILES

Let WEED AND COMPANY tell
you the WSLS story — the Sweet-
est Virginia radio story ever told!

WSLS

ROANOKE, VIRGINIA

"The frequency is what counts!"



ABC

WSLS' sweetly smiling mascot, Martha Ann, is only nine—but to us she's Sweet Six-Ten!

Building
Supply
News

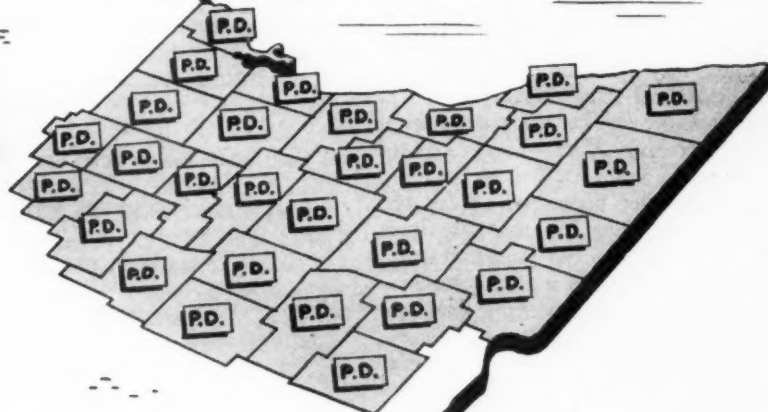
Business
Swells
Naturally

—when you use the same avenue of communication your customers do

The
1
Morning
Newspaper



in
30
Counties



THE **P.D.** MEANS
Planned Distribution

Do you know the localities in this rich market that will buy most of your goods?

Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey Department can answer these questions and others pertaining to *your* particular business. Call or write today for an appointment to receive this *individualized* service.

THE Cleveland Plain Dealer is the *only* morning newspaper in the compact, Cleveland 2-in-1 market. (Greater Cleveland plus 29 adjacent counties, including 278 prosperous cities and towns.)

This means *undivided* morning readership for the Plain Dealer in this prosperous market area. And it gives you local newspaper support for your dealers in their respective markets. That's why the Plain Dealer is a "must" on every advertising schedule for Northeastern Ohio.



CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

SEPTEMBER 15, 1948

Media and Agency News

NEWSPAPERS

What makes a newspaper tick? What gives it a distinctive quality and a flavor all of its own? How does it become part and parcel of community life?

The answers, set forth in a 60-page, pocket-size booklet titled "Every Morning," make a promotion piece for the *New York Herald Tribune*.

This booklet gives the reader the smell of printing ink and the hum and clatter of linotype machines and presses. But there is more to a newspaper than words, printing ink and paper.

A paper shares in its community life. In the case of the *Herald Tribune*, there are the Fresh Air Fund (provides vacations for city kids), the forum (the 17th one takes place on October 18-19-20), and the home institute with its test kitchen.

"Every Morning" aptly sums up the role of the newspaper and the *Herald Tribune*: "This, then, is the story of a newspaper and an institution—almost a century and a decade old, but totally new every morning."

Published as aids to more effective advertising, The Blue Book, detailing case histories of effective newspaper advertising campaigns in 1947 and early 1948, has just been issued by the Bureau of Advertising, American Newspaper Publishers Association.

Chosen from campaigns submitted in answer to the Bureau's annual invitation for entries, the case histories embrace the work of 38 different agencies in 15 classifications of national advertising.

Grocery product advertising again leads in number of honored campaigns



You can spread the prestige of your products in the magazine acknowledged the biggest success

with 14 selected for inclusion. Automotive advertisers are second with eight, liquor, wine and beer third with five campaigns cited in the book.

Many of the cited campaigns, the Bureau points out, show actual applications of the newspaper industry's "All Business is Local" concept of marketing.

National advertisers' expenditures in newspapers in 1948 will set a third consecutive all-time high, reaching \$423,984,000, if their first six months' spending rate continues through December, predicts the Bureau of Advertising, American Newspaper Publishers Association. This would represent a gain of 14.7%, or \$55,000,000 over the \$369,000,000 revenue in 1947.



MAXWELL Z. STEIN is now the advertising manager of the *New York Star*, known before as PM.

Virgil Pinkley, editor and publisher, announces appointment of O'Mara & Ormsby, Inc. as national representatives of *The Mirror*, being founded by The Times-Mirror Co., Los Angeles.

The second annual Consumer Analysis of the St. Paul market has just been released by the *St. Paul Dispatch* and *St. Paul Pioneer Press*. Figures for the 1948 survey are set along side of those secured in 1947.

This analysis covers these classifications: Foods, soaps, toiletries, beverages, home equipment, automotive, and general (cigarettes, watches, girdles, shoe polish, baking at home).

Three thousand families cooperated with the newspapers in gathering information on use of product, use by

income groups, total number of brands used, and consumer preference for leading brands in St. Paul.

In return for their answers, consumers were given 53 well-known products making up 35 pounds of useful items to take home.

RADIO

Frank V. Webb is the new general manager of KFH, CBS affiliate in Wichita, Kans. He was vice-president and general manager of KULA in Honolulu, where he built the station and organized the staff two years ago.

An improved method of measuring the frequency of radio and television listening—and looking—in American homes goes into service next March. The directors of Broadcast Measurement Bureau adopted it September 2 at a meeting in New York. "Study No. 2" will determine total daily audiences, an improvement over BMB's "Study No. 1" which measured stations' and networks' weekly audiences.

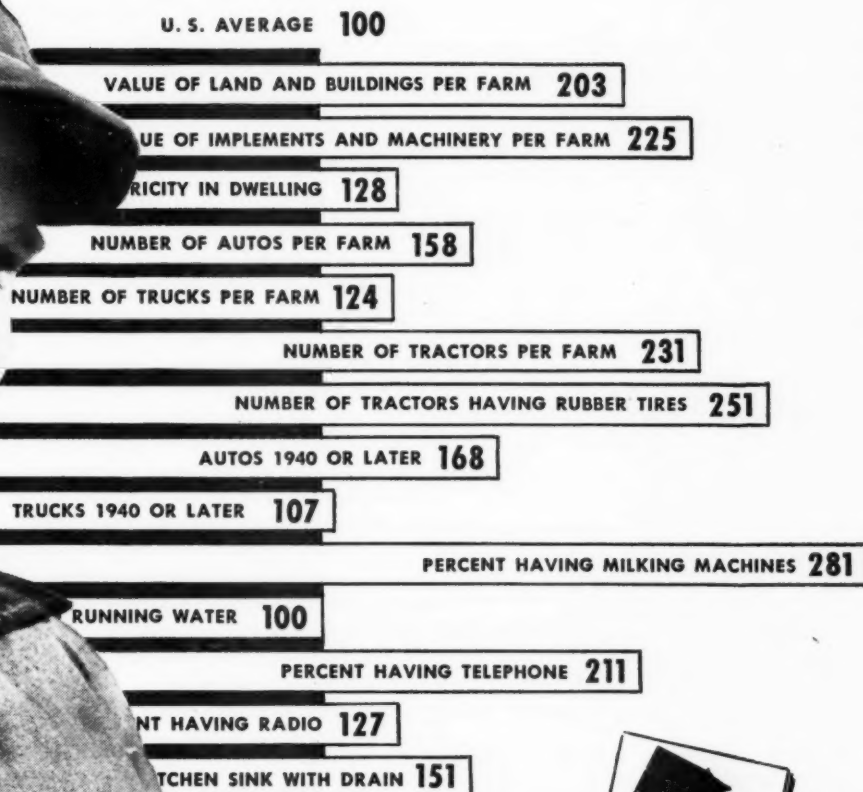
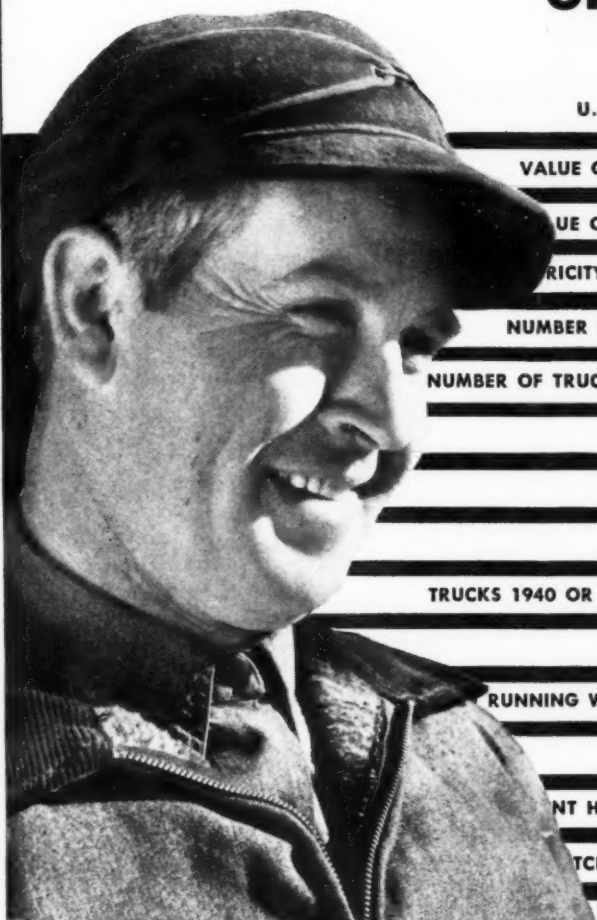
The board also established the Bureau's policy for experimental research to determine the nature of "Study No. 3" to be made possibly in 1950. A report by the new BMB television committee was approved. It is expected a director of television will be added to the Bureau staff and that a program of TV activities will go forward.

To do an accurate national sampling job of measurement next March, BMB will send 625,000 "ballots" to selected set-owning families of all economic levels in every county of the United States . . . accompanied by a small gift to awaken interest. Heaviest concentration will, of course, be in the major coverage areas of member stations. A ballot return in excess of 50% is expected.

Each family is asked to write in the call letters and dial positions of every station to which it listens. Two check columns headed "Daytime" and "Nighttime" provide squares in which the respondents are to indicate whether they listen to a station "6 or 7 days a week," "3, 4, or 5 days a week," "1 or 2 days a week," "Less than 1 day a week" or "Never."

They are also asked to indicate how long they have lived in their present neighborhood; on how many sets in the house can they get regular, shortwave, FM and TV programs; how many people there are in the home; whether they have an automobile, with or without a radio set; whether the house has a telephone listed in the family's name.

Look Again! He's Earned a Place on Your Prospect List!



CENSUS BUREAU FIGURES SHOW THE MIDWEST FARMER HIGH IN BUYING POWER

Reading from left to right, you get a picture of a rich, concentrated farm market that stretches by sizeable percentages beyond the United States average. It's a market represented by prosperous Midwest farmers who subscribe to the Midwest Farm Papers. Sell this great class market on a thrifty mass basis. Five locally edited, loyally read farm papers blanket the eight states of Indiana, Illinois, Wisconsin, Iowa, Minnesota, North Dakota, South Dakota and Nebraska. One order, one plate, one check and you are set to sell (at the thrifty "Unit" rate) where the nation's richest farmers do their buying. Get full details from the office nearest you now.



Here's the Complete Story!

Find out why Midwest farmers can buy more. See how they compare as prospects with other U. S. farmers. U. S. Bureau of the Census survey procedures and methods fully explained. Write for 36 page book titled "Where Mass is Class".

GET YOUR FREE COPY!

MIDWEST *Farm Paper Unit*



WALLACES FARMER and IOWA HOMESTEAD • PRAIRIE FARMER • WISCONSIN AGRICULTURIST and FARMER • NEBRASKA FARMER • THE FARMER
Midwest offices at: 250 Park Ave., New York • 59 E. Madison St., Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 645 S. Flower St., Los Angeles

SEPTEMBER 15, 1948

John Wilkoff, formerly of WCAE, Pittsburgh, has been appointed promotion director, WCOP, Boston, by Craig Lawrence, general manager.

Fort Industry Co., Detroit, announces two new appointments. Richard E. Jones, for the past eight years commercial manager of CKLW, has been appointed managing director of WJBK and WJBK-FM. Ralph G. Elvin, who for the past year has been coordinating activities of both sound and television broadcasting for Fort Industry, has been named managing director of WTVO, a new station due on the air Nov. 1.

Neil Collins is the new sales and promotion manager of WVKO-FM, Columbus, O. He formerly was account executive of Byer & Bowman Agency, Columbus.



ARDEN E. SWISHER, formerly of KRNT, Des Moines, is sales manager of WOL, Washington, D. C.

Formerly Western sales manager in the Chicago office of Radio Sales, Radio and Television Representatives, CBS, Wilbur Edwards has been advanced to assistant general manager of WEEI, Columbia-owned station in Boston. Gordon Hayes, formerly assistant to Mr. Edwards, is now Western sales manager.

The A. C. Nielsen Co., which to date has invested something over five



Don't bolster your sales quota—Beat it! Use BSN where the cash customers are looking for you.



JAMES R. PHELAN, named managing editor, *Bakers Weekly*, by F. S. Bamford, president of American Trade Publishing Co.

million dollars in radio research, is announcing to advertisers and agencies that it is raising the national coverage of radio homes from 67 to 97%, and will speed up both the completeness and delivery of ratings. Under the new plan, ratings will be available program-by-program 4 weeks each month instead of only for alternate weeks. Through their new Mailable-Tape Audimeter they can give simultaneous measurement of AM, FM and television—up to four receivers in a home—all on a single tape. Tapes will be collected every Monday morning. The company has invested a cool \$500,000 in a new type electric computing machine which will materially speed the delivery of reports to subscribers.

WHOM, New York City, independent radio station specializing in foreign language programs, has received permission from the FCC to raise its power from 1,000 watts (day) and 500 watts (night) to 5,000 watts both day and night. Fortune Pope, WHOM's executive vice-president and general manager, has announced expanded programming operations and that the station is moving into larger quarters at 136 West 52nd Street. WHOM currently broadcasts in seven foreign languages, plus English.

BUSINESS MAGAZINES

Kaleidoscope, the \$24-a-year publication for the fashion executive, has just made its debut with its October issue weighing 3 lbs. and 13 ozs.

Its objectives: "Paralleling its format to the organization of a store, *Kaleidoscope* factually, thoroughly, and with no folderols, gets the current fashion story on the busy executive's desk.

"We tell the American fashion story . . . from top designers to pro-

duction lines . . . We do not bet on one favorite fashion . . . we give you across the board choices . . ."

Kaleidoscope terms itself 15 magazines in one. Each "magazine" is built around a store department—take blouses, for example. This section of *Kaleidoscope* leads off with a report by "The Board of the Month," a panel of four executives in the industry who give their views on labor, materials, deliveries, price, and outlook.

Arthur W. Collins is president and publisher; Martha Stout, editor.

The Haire Publishing Co. announces purchase of *Cosmetics* and *Toiletries Trends* and their consolidation into a single merchandising business magazine to serve buyers in this field. The combined papers carry the new title, *Cosmetics and Toiletries*, with the September issue.

President F. S. Bamford of American Trade Publishing Co. has announced these appointments:

James R. Phelan is now managing editor of *Bakers Weekly*, and sales trends editor of *The Cracker Barrel*. Mr. Phelan has been on the staff of both publications for 20 years as news editor, and later as director of *Bakers Weekly* Sales Forum.

E. J. Van Allsburg has been promoted to editor of *The Cracker Barrel*.

Vice-president R. F. Shrope is now general manager; John A. Breitenbach is advertising manager; and I. E. Parker, production manager.



E. J. Van Allsburg has been appointed editor of *The Cracker Barrel*.

New officers for the Dotted Line Club in Cleveland for 1948-49 are:

President: Harry H. Melville, Simmons Boardman Publishing Corp.; vice-president and treasurer: Maynard S. Kearney, McGraw-Hill Publishing Co., Inc.; and secretary: Will J. Feddery, *Hardware Age*.

(2) Advertising must be written for the probable effect it produces in ordinary and trusting minds, as well as those intellectually capable of penetrating analysis.✱

TIRES Service Station July 1948

Carried MORE Advertising than Paper No. 2 in the field. TIRES S.S. in July carried MORE advertising of Tire Manufacturers, both in space and number of accounts—35% MORE pages and 40% MORE accounts.

Current CCA figures show TIRES S.S. is distributed to substantially MORE independent tire shops than Paper No. 2.

FOR THE RECORD: TSS in July led on all counts that go to determine the quality of a trade publication—MORE Advertising from the basic field and MORE readers with BUYING POWER.

Write for Details

TIRES
SERVICE STATION

386 Fourth Ave., New York 16, N. Y.

* Point 2 in the five-point code for advertising recently issued by the National Better Business Bureau.

SEPTEMBER 15, 1948

MAGAZINES

National advertising investments in newspapers, magazines, and network radio in 1947 are now available in convenient form for easy comparison, company-by-company, product-by-product, and medium-by-medium. As in the past two years, the 152-page volume is published by Magazine Advertising Bureau, 271 Madison avenue, New York City 16.

The report shows that 2,498 companies advertised 5,123 individual products or services in these three mediums. Total 1947 national advertising in the three mediums—exclusive of preparation charges for printed advertising and talent charges for radio advertising—amounts to \$974,255,000.

Proctor & Gamble Co., Inc., is by far the Nation's largest advertiser. P. & G. invested \$27,912,122. P. & G. split its money in this way: Magazines \$4,627,825; Newspapers \$6,631,507; Network radio \$16,652,790.

Leading the list of magazine advertisers is General Motors Corp., which invested in magazine advertising alone \$6,875,930.

In the foreword, MAB notes that out of the 5,123 products recorded as advertised in 1947, a total of 4,864 products were advertised in magazines or newspapers, or both.

In another comparison, 3,091 of the products were promoted via magazines or network radio, or both.

In a third comparison, it was found that 3,853 products were advertised on only one medium. MAB notes that of the products using a single medium, they used: Magazines 2,738; newspapers 956; and network radio 169.

TELEVISION

Los Angeles now has three television stations in operation. KFI-TV is now broadcasting experimental programs. Operating approximately seven hours a week under a special grant from the Federal Communications Commission, KFI-TV will



The fight is on for the same dollar. It's a healthy fight. Make it profitable. Use the 1st paper



PICKING WINNERS: Judges in First Annual Coronet-Formfit Merchandising Awards: L-r, W. L. Fort, adv. mgr., Coronet; L. S. Campe, editor of *Corset and Underwear Review*; C. Staples, of Staples-Smith; E. T. Sajous, editor, *Apparel Arts*.

broadcast programs on three nights weekly for six weeks. On October 6, KFI-TV will go on a 12-hour weekly schedule, operating five nights a week.

Demonstration flights in the Pittsburgh area have proved the merits of Stratovision television, Westinghouse Radio Stations, Inc., subsidiary of Westinghouse Electric Corp., contends in petitioning the Federal Communications Commission to authorize commercial telecasting via Stratovision.

Westinghouse points out in its petition that the demonstration flights enabled television to be seen in 270 towns in 10 states, including Pennsylvania, Virginia, West Virginia, Maryland, Ohio, New York, Delaware and Michigan. If the F. C. C. grants the petition, Westinghouse says it will be possible for 12,039,000 people in an area of 127,000 square miles to receive television.

AGENCIES

Advertising and promotional program for the Republican National Committee's presidential campaign has been awarded to Batten, Barton, Durstine & Osborne, Inc. Ben C. Duffy, president of BBDO, will supervise the program from the agency's New York office. All 11 of BBDO's offices throughout the country will cooperate with regional, state and local committees for election of the Dewey-Warren ticket.

Ford Bond, president of Ford Bond Radio Productions, Inc., has been appointed radio consultant to Governor Thomas E. Dewey for the campaign.

The advertising promotion account of *The Wall Street Journal* has been placed with Royal & de Guzman, New York City. Circulation advertising continues with Batten, Barton, Durstine, & Osborne, Inc.

RELATED SERVICES

The formation of a new firm called Gallup and Robinson, to specialize in the measurement of the effectiveness of advertising, has been announced by Dr. George Gallup, director of the Gallup Poll, and Dr. Claude Robinson, president of Opinion Research Corp.

In discussing the work which the new organization will undertake, Dr. Gallup says, "We believe we can make a real contribution to the advertising world by furnishing an objective appraisal of advertising effectiveness. We believe that advertisers and their agencies will welcome this step, which has been made possible by the development of methods for measuring advertising impact."

Policy of the new company will be to work exclusively for one client in a given product field. The need for "custom-tailoring" the service to the client's problems makes impractical the offering of a general research service to all who care to subscribe.

Both partners are continuing as heads of the organizations with which they are presently associated. The new firm will be the only jointly directed enterprise and will be operated separately from the other organizations.

Offices of Gallup and Robinson are in Palmer Square, Princeton, N. J.

REMINDER

(Courtesy Mother Nature)

THE TURN of summer into fall is Nature's most poignant reminder of another year gone by.

It's a reminder that should make you think, seriously, that you yourself are a year closer to the autumn of your own particular life.

What steps have you taken . . . what plan do you have . . . for comfort and security in those later years?

You *can* have a very definite plan—one that's automatic and *sure*.

If you're on a payroll, sign up to buy U. S. Savings Bonds on the Payroll Plan, through regular deductions from your wages or salary.

If you're not on a payroll but have a bank account, get in on the Bond-A-Month Plan for buying Bonds through regular charges to your checking account.

Do this . . . stick to it . . . and every fall will find you richer by even more than you've set aside. For your safe, sure investment in U. S. Savings will pay you back—in ten years—\$100 for every \$75 you've put in.

**AUTOMATIC SAVING
IS SURE SAVING—
U.S. SAVINGS BONDS**

Contributed by this magazine in co-operation with the
Magazine Publishers of America as a public service.



LUGGAGE PRIZES FOR YOUR SALESMEN!



THE IDEAL SALES CONTEST AWARD

A contest is only as good as its prizes . . . and top-notch prizes often produce unexpectedly good results! Here are quality prizes that will spur your sales force to that extra effort that is needed today. EVERY SALESMAN WANTS AND NEEDS GOOD LUGGAGE.

This MAXIMILLIAN matched "Field Executive" set is bench-crafted of the finest leather (Top-Grain Cowhide or Imported Pigskin) . . . has rugged overlapping steel-frame construction. CONVERTIBLE Two-Suiter . . . equipped with exclusive removable SUIT-PAC feature for quick, easy, crease-less packing. Simply snap out SUIT-PAC entirely and Two Suiter becomes a regular bag. Handsome solid brass hardware.

YOUR COST: 24" Two-Suiter #2C—\$45.00, 21" #2D—Overniter \$36.00. Both for \$81.00—Nationally advertised consumer price, incl. Fed. tax, \$161.48.

Sample orders invited. Manufactured and sold by

FIRMAN LEATHER GOODS CORP.

137 EAST 25th STREET, NEW YORK 10, N. Y.

FOR SALES MEETINGS and PROMOTIONS!

Real Service in
Planning and Producing

- Sales Presentations
- Flop Overs
- Meeting Charts
- Graphs — Displays

Phone or write

ARROW BUSINESS SERVICE

22 W. MONROE ST., CHICAGO 3, ILL.

Phone CENTral 0016

Sales opportunity—Refined personable young man wanted as assistant sales manager with old established candy Co. Unlimited opportunity for qualifying party. Experience helpful but not necessary. Primarily interested in proper man. Give full particulars of background, education, previous employment and salaries. Snapshot desirable. Write, Box 2557 Sales Management, 386 4th Ave., N. Y. C.

Ideas . . .

you may have missed

For the convenience of readers here is a brief check list of worthwhile booklets and catalogs described in recent issues, free to you while the supply lasts. They will be mailed by the organizations which have prepared them . . . to get yours, write Advertisers' Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Title and company connection must be given. Please order by number on company letterhead.

1121. "The Air Fleet of American Business" explains how many sales organizations slash travel time by two-thirds, gain in both efficiency and prestige, by putting Beechcraft Bonanzas on the company payroll.

1122. The Belnap & Thompson Prize Book is a pictorial listing of fine quality items for sales incentives and honor awards.

1123. How to fly your own "Family Car of the Air" is described in free booklet issued by Cessna Aircraft Company. Their model 170 is designed especially for sales executives.

1124. Readers interested in sales training will be helped by free copy of "The Business Philosopher and Professional Salesman" put out by the Human Engineering Institute.

1125. Have you anything to sell to the dairy industries? The Market Data Surveys of the Olsen Publishing Company give detailed facts about this \$2 billion market.

1126. Packaging is a problem to everyone. The United States Printing & Lithographing Company offers a plastic-bound portfolio of packaging case histories.

1127. How to set up a successful dealer sign program is told in a booklet put out by Artkraft Sign Company.

1128. "Pittsburgh Facts" contains a complete statistical summary of the Pittsburgh market, covers industry, stores, wholesalers, hotels, colleges; published by the Pittsburgh Press.

1129. "Measuring the World's Biggest Farmer" is a new market study prepared by *Wallace's Farmer* and based on special Census Bureau tabulations.

1130. Readers looking for Christmas remembrances will get good ideas from the beautifully illustrated catalog of Nascon Products, Inc. makers of diaries and other paper specialties.

1131. Transparent plastic items suitable for sales portfolios, manuals, magazine covers, telephone index holders, etc. are illustrated and described in the Joshua Meier catalog.

1132. Brazil is one of the largest and most unrestricted markets for our products. Get "Market Facts On Brazil" published by International Editions of *The Reader's Digest*.

1133. Forty-six daily newspapers in the states of North and South Carolina cooperated in preparing the splendid market study, "Double Feature Carolina Market." Very worth while.

1134. Full details of the mass market reached by *Popular Fiction Group* at \$1.20 per page per thousand are given in the National Audience Study made by Stewart, Dougall & Associates.

1135. If you have anything to sell to new home owners, you can profit from Dodge reports. Their booklet "Direct To Your Market" gives full details of this multi-billion market.

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NOW AVAILABLE FOR YOUR ADVERTISING THE FAMOUS CARLSON RULE

A Gift you'll be proud to give.
A Gift they'll be grateful
to receive.

YOUR NAME
GOES HERE

If you sell these
fields you won't
find a better sales-
building item than
a Carlson Rule.



Lumber	Construction	Air Conditioning
Furniture	Iron & Foundries	Trucking
Appliances	Architects	Painting
Venetian Blind	Building Material	Plywood Mfrs.
Refrigeration	Engineers	Roofing
Mill Supplies	Sash & Door	Plumbing
Glass	Oil	Insurance
Steel Casting	Water Heater	and others

It's the same high-quality rule with chrome-plated
case, etched steel blade and quick change feature as
advertised in . . . Saturday Evening Post, Liberty
and other leading national magazines. The favorite
rule of millions, there is none better.

WRITE TODAY FOR PRICES, ETC.

J. A. ROSS CO.

35 North Arroyo Parkway • Pasadena, California

ASK FOR
V.P.D.
VISUAL PRESENTATION DISPLAY

SMART DISPLAY

Large Presentation Ring Binders with
metal bound transparent plastic windows.
Sizes for sheets 22 x 17, 17 x 14, 14 x 11,
11 x 8 1/2. Stiff & flexible attractive covers.
Also Zipper Case Presentations 11 x 14,
11 x 8 1/2. Sold only thru leading V. P. D.
stationers in the U. S. A.

For 28-page descriptive
catalogue illustrating V. P. D.
Visual Selling Aids write

JOSHUA MEIER CO. INC. P. O. Box 242
Cooper Station,
New York 3, N. Y.

POINT OF SALE ADVERTISING

Colorful - Self Adhesive - Cellophane, processed
in Rolls. Easy to buy - Easy to apply - used for
Packaging - Point of Sale advertising - Parts mark-
ing and Aircraft Wire terminal identification.

TOPFLIGHT TAPE CO. - YORK, PA.

Can YOU Use
This Experience
To
YOUR ADVANTAGE?

- 5 Yrs. Budget Analysis
- 4 Yrs. Advertising Manager
- 7 Yrs. Food Sales
Promotion

College trained sales and mchdsg.
married, age 43, food experience all
phases retail, wholesale and chain head
contacts, N. Y. to Florida. Now Dist.
Mgr. Member NFSE.

Prefer continue foods. Objective Assistant
Sales Manager or Advertising Manager.
Box 2558 Sales Management.

COMMENT

IT'S JUST GOOD BUSINESS

You are about to make some important advertising decisions this Fall . . . if you are one of 75% of sales executives who control company advertising. You are about to decide where to spend your company's advertising dollars in 1949 to get the best results.

How long has it been since you made a personal study of the advertising media available for your use? Is it time, then, for you to make a reappraisal of media?

Like every other good sales executive you reappraise your sales policies, your training, your salesmen's compensation plan every year. That's just good management. Conditions change. You try to change with them so that the company's money and methods will work *best*.

Media—and the services they can render you—change too. Often there are major changes from year to year. Do you keep abreast of them? Or do you say to yourself—as too many sales chiefs do—"I know all about that newspaper. Why waste time talking to its salesman?"

"Resisting the impulse to do *that* is one of my problems," a major sales vice-president admitted to us at one of his August sales meetings. "I knew *The Saturday Evening Post* story inside out in 1939. Only last week I turned away one of its salesmen. I'd be damn mad at any prospect of ours who shut out one of my salesmen on that basis. Our products have improved. Probably so has the *Post*. And maybe the guy might have brought me a good idea, too. Sometimes I'm too busy to be smart."

Well, you are a responsible "purchasing agent" of advertising. Your investment in it may exceed the cost of many other activities under your control. It deserves your careful thinking—based on full information. You can't get enough information by relying wholly on somebody else's judgment. And you get none at all by depending on hunches or personal prejudices. You get it the way your own customers and prospects learn the facts about *your* line: through advertising and salesmen.

Open your door at least once to the salesman of every medium with which you could do business. Give him a chance to prove he has been thinking intelligently about you and your problems. He certainly can help you make a 1949 appraisal of his magazine, newspaper, radio station, business paper or other medium (and we don't know how you can do it without him) and he may also bring you a good idea. If he doesn't, that's his tough luck. You at least gave him a try.

In any case an annual appraisal of media is just good business . . . if you get all the necessary data.

"COMICS" DO A JOB

Having urged it editorially, SM likes to see Lever Brothers Co. use the comic strip advertising technique to

talk to its employees about the economics of business. Only a few companies have done this. We think more of them should adopt the practice.

If, as President Charles J. Stilwell of Warner & Sasey said in SM two years ago, ". . . it's hard to reach our people because they don't read much except sports and comics," then why *not* use the comics technique? It makes *sales* sense. It's selling people where they *are* instead of where you wish they were.

ARE YOU "TOO BUSY TO READ"?

An executive who talks intimately with sales executives in many businesses remarked the other day: "I'm almost always shocked when I ask these men to name the publications and books they read regularly. Most of them read one or more business papers but the remainder of their reading is limited in volume, often of inconsequential content and dubious value."

What a man chooses to read is his own business. But if he doesn't consciously read for profit and self-education, how can he make well informed business judgments and keep pace with a changing world? His mentality can become as dated as a can of coffee.

Dr. James Bender said in his article "Leadership: What Makes It?" (SM, August 15) that one of the characteristics of leaders is their ability to read efficiently. Leaders excel in speed reading, in paragraph analysis, in reading in forms other than the sentence (graphs, figures, etc.) and in study habits. They don't say "I'm too busy to read." They acquire the skill of rapid assimilation.

Because your interests are so varied, we wouldn't attempt to give you an exact "reading prescription." However, we believe that, in addition to your "must" list of one or two professional sales and advertising journals and the best-edited business papers of your industry—valuable for their news, analysis and interpretation; the media closest to your everyday management and operation problems—you should consider these suggestions:

1. Selective reading in one or two *good* newspapers. And that doesn't mean just the sports pages along with breakfast!
2. At least one outstanding magazine on national and international affairs.
3. At least one good business service report.
4. The best of both new *and old* books on economics, marketing, public speaking, personality improvement, leadership, practical psychology.

The essence of the matter is this: The successful reader-for-profit reads with a definite point of view. He constantly asks himself, as he reads: "What is the meaning of this *to me* in my own business? How can I apply it?"

Blue

**STOPS THE EYE...
STARTS THE SALE**



Right now rich, royal, eye-stopping Blue of Maryland Glass is playing an important part in the sales success of many nationally distributed products.

BLUE makes your product easier to see . . . BLUE makes your product easier to remember . . . BLUE makes your product smartly modern . . . BLUE insures rich, distinctive appearance . . . BLUE stands out, assures better display . . . BLUE advertises your product in the store and home . . . BLUE builds profits, steps up repeat sales.

Write for samples of appropriate stock designs. Or, let our design experts work with you in creating a special design for your exclusive use. Write today to Maryland Glass Corporation, Baltimore 30, Maryland.

PACK TO ATTRACT IN

Maryland Blue

Also available in Crystal Clear Glass

In Chicago there's an easier way...with results the same day



to reach Chicago women
do as retailers do-
use the Chicago Tribune

Department stores invest more of their promotion budgets in the Tribune than in all other Chicago papers combined. To get greater returns from your advertising in Chicago, build your plans around the Chicago Tribune. Rates per line per 100,000 circulation are among the lowest in America.

day

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